

OCTOBER 15, 1944



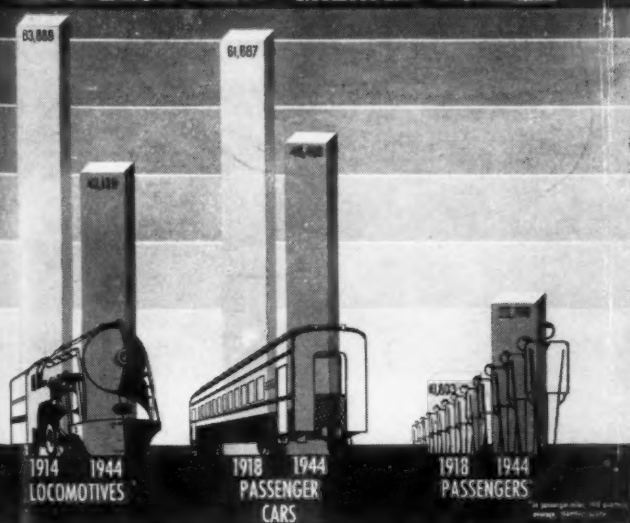
TWENTY-FIVE CENTS

OCT 25 1944

Sales Management

Travel ... Sales Bottleneck

LESS EQUIPMENT—GREATER BURDEN



Many a sales manager who is recruiting a new or revamping an old sales force is wondering, "Now that I have some salesmen, how am I going to travel them?"

He knows that hotels are overcrowded, that the railroads will be swamped for a year or more to come, that he can't buy cars.

Now, more than ever before, well planned routing is a "must." Back-tracking should be eliminated, minor territories handled largely by mail, greater reliance placed upon a sound business paper educational campaign. "Share-the-car" pools can be developed with other companies. See page 21 for additional comment.

THE MAGAZINE OF MODERN MARKETING

The record shows higher
advertising visibility goes with

parade

leadership in readership among national magazine sections



THE SUBJECTS for **Parade** picture-stories are chosen for their high current interest. These pictures, for example, helped to illustrate a **Parade** story on the training of Army MP's. A **Parade** picture-story is carefully *pre-edited*—each photograph, each caption being planned in advance around typical individuals.



THE STORY of how this MP is trained, tells you how *all* MP's are trained. For dramatic, sustained interest, a **Parade** picture-story is like a movie-on-paper. This story attracted up to 94% of men, up to 89% of women readers of the issue.

OBSERVED BY ^{64%} OF MEN READERS
^{56%} WOMEN READERS

Three Hundred Thousand Strong ³⁶/₁₈

²³/₆ IT'S HARD to get three hundred thousand Army trucks into any kind of picture. They take up as much room as several million soldiers... Of course they are now scattered all over the world behind the battle lines and on the fighting fronts. They range from the husky six-wheeled BIG SHOT down to the smaller weapons carriers and command reconnaissance cars. They include thirty thousand ambulances—official Army vehicles of medical rescue on practically every front... We have tried to build these Army trucks to give the officers and men who are doing the real fighting the dependable support they deserve. All of these Army trucks are direct descendants of the famous Dodge Job-Rated Trucks you see today faithfully hauling milk, feedstuffs, fuel, production materials and other wartime essentials. ¹⁹/₅

Chrysler Corporation
PLYMOUTH • DODGE • DE SOTO • CHRYSLER

TRAFFIC-MEN^{64%} JOIN THE ATTACK—BUT MORE WAS BOMBS TRAFFIC-WOMEN^{56%}

We have been authorized to produce 1½ and 2-ton DODGE Job-Rated TRUCKS for recruiting to purchases for commercial warfare civilian use. See your Dodge dealer.

Remember to Old your Old military Truck, P.P.M. 5187. You'll enjoy Major Service and Life Insurance.

Reprinted from **Parade**, June 25, 1944

THE SAME **PARADE** ISSUE carried this advertisement. Note the independent readership survey figures—they would be considered good, even for the editorial pages of many publications! Because advertisers know their messages are seen and read in **Parade**, they have tripled their **Parade** lineages in three years!

Akron Beacon Journal	Nashville Tennessean
Bridgeport Sunday Post	New Bedford Standard Times
Chicago Sun	Newark Star-Ledger
Denver Rocky Mountain News	Portland, Me. Sunday Telegram
Detroit Free Press	Syracuse Herald-American
El Paso Times	Toledo Times
Jacksonville Florida Times-Union	Washington Post
Youngstown Vindicator	

Total Circulation 2,000,000

parade

405 LEXINGTON AVE. NEW YORK 17
135 So. La Salle St., Chicago 3 • 849 Penobscot Bldg., Detroit 76

As We See It...

"THE KNIGHT NEWSPAPERS strive to meet the highest standards of journalism. We try to keep our news columns factual and unbiased, reserving our personal opinions for the editorial page, where they belong. It is true that we make mistakes. So does every other newspaper that isn't afraid of its own shadow. When our facts are shown to be faulty, we make amends cheerfully and resolve to do better next time. But our newspapers have never been run by the Board of Commerce, the Retail Merchants Association, the manufacturers, the banks or the labor unions. We do not operate them in the interests of any class, group, faction or political party. As my late father said so appropriately many years ago: 'We are ourselves free, and our paper shall be free—Free as the Constitution we enjoy—Free to truth, good manners and good sense. We shall be for whatever measure is best adapted to defending the rights and liberties of the people and advancing useful knowledge. We shall labor at all times to inspire the people with a just and proper sense of their own condition, to point out to them their true interest and rouse them to pursue it.'"

*From The Detroit Free Press
Editorial Page, February 7, 1943*

John S. Knight, Publisher

The Detroit Free Press

Sales Management

VOL. 53, NO. 21 OCTOBER 15, 1944

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SALES MANAGEMENT



"Dull life? . . . On a farm? Gee—
 where did you ever get that idea? Every day is
 full, and all of 'em are different! . . . This Spring
 our young apple trees blossomed for the first time.
 Thirty acres in soy beans for the first time,
 too . . . Jane's vegetables won two blues at the
 Fair last Fall. She canned over 500 quarts!
 And she's running the Forum this season . . .

Our light truck and a C card gets us to town three times a week . . . Johnny is
 raising his first hog for the 4-H competition, and little Sissie tends her own Buff
 Orpingtons, saves the egg money to buy a bicycle . . . If the frost holds off long
 enough this fall, I plan to dam our stream, have a swimming hole and fish pond
 next year . . . This place is all ours, and all of it interests us a lot . . ."

The two-decade agricultural revolution has made farming a more exciting occupation
 as well as a more profitable business . . . New ideas and improved products,
 new techniques and methods, new efficiency with mechanized aids, have put
 more kinds of eggs in more kinds of baskets, found more diversified sources of
 continuing cash income, larger total incomes . . . and a margin of income over
 expense that makes successful farmers the best

"class" market in the world today! . . .

SUCCESSFUL FARMING is part of the revolution, part of
 the country, part of the farm family and its thinking
 . . . reaches 47% of farm homes in the 13 Heart
 States, New York and Pennsylvania . . . serves as a
 major medium to the largest potential of new
 sales and profits in the national market . . . Worth
 any advertiser's immediate attention . . .

SUCCESSFUL FARMING, Des Moines, New York,
 Atlanta, Chicago, San Francisco, Los Angeles.





It's Rhyme with Reason

If your company built engines for the planes that train
our men
And complaints on their performance cropped up time and
time again,
And you knew the cause of trouble was the trend of men
to spurn
All the rules on operation and on service they should learn,
Would you tell your Uncle Sam to change his present
training course,
Reprimand him for complaining, and persist until he's
cross?

—No, you wouldn't do it that way, but you'd see that right
was done—

That's just what Kinner Motors did—they answered back
in fun.

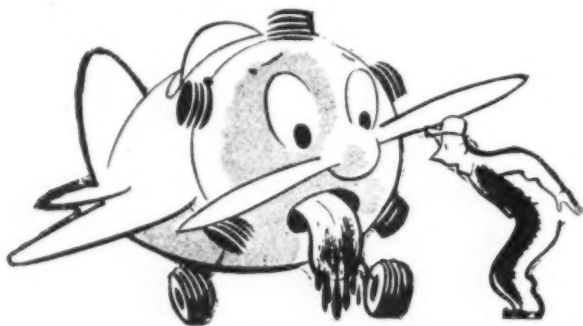
They prepared a little booklet that has just made its
appearance;

It's pocket-size and bears the title, "Ode to Perseverance."
They've made animated drawings of the Kinner-engine
plane

And combined cartoons with poetry quite humorous in vein.
On each complaint for which the Kinner engine has been
blamed

A gay sextet of verse and clever drawings have been framed.

Just to crystalize the plan for you we offer you some samples
In the verse we here are quoting as two typical examples:



"I'm a harder working engine than a sane soul sometimes thinks
And it isn't very often my performance really stinks
But an engine that's dependable and has a lot of pride
Gets awful darned discouraged, I really must confide
—It's the sludge that plugs my gizzard, makes my pistons roil
If ground crews make an error—forget to change the oil.

SALES MANAGEMENT, with which is incorporated PROGRESS, published semi-monthly on the first and fifteenth except in May and November, when it is published three times a month and dated the first, tenth and twentieth; copyright October 15, 1944, by Sales Management, Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$5.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879. October 15, 1944. Volume 53, No. 21.

"I've just been through a major and I sure am feeling fine
My horses all are straining to get out on the line
The pilot says he hears a noise, we take the chief along
But as we lift into the air, I quickly get the gong
Back to the hangar shop we go, to find a big surprise
The knuckle pins the 'mechs' put in are slightly undersize."

"Ode to Perseverance" is available upon request. Write on your letterhead to Kinner Motors, Inc., 635 W. Colorado Blvd., Glendale 4, Calif., or to their advertising agency, West-Marquis, Inc., Architects Building, Los Angeles, Calif.

Black Sheep

Self-appointed one-man sales force for an exotic industry is Harold K. Hemingway, Upland, Calif.

Persian lamb coats are what he sells, on the hoof—and a sideline, sheep's milk, for making an imported type of cheese which retails at ninety cents a pound.

Mr. Hemingway is a western farm boy, now approaching forty. His experience up to six years ago was chiefly in selling. He and his wife wanted to go back to the farm and he became interested in black Karakul sheep. Your Persian lamb coat is made of day-old lamb skins, and this country normally imports four million of them annually. California is a great sheep state. If white sheep would thrive there, why not black ones? All they seem to need is an upland country like that of their Persian homeland.

In 1938, Mr. Hemingway put all his money, \$500, into five Karakul ewes, and started on twelve acres of rough land near Upland. Karakuls browse on weeds, brush and native grass, but also respond to good feeding.

Out of perhaps 10,000 Karakuls now in this country Mr. Hemingway has 2,500, some his own, others boarded for people who have caught the Karakul enthusiasm from him. He takes care of them, pelts the lambs, shears the grown animals, and milks the ewes.

Part of his 2,800-acre ranch today is a show and sale room, where visitors can see Karakul woolen blankets, especially warm, Karakul woolen cloth for men's and women's suits, and genuine Persian lamb furs, made up into late-styled garments. These are for sale, and if the visitor is a sheep raiser, or countryman in some other line of farming, he can buy breeding animals.

Mr. Hemingway believes that Southern California alone will have in five years' time a million Karakuls. And that they will be added to farming operations in other states because there are hundreds of thousands of acres which can best be developed with this livestock specialty. No fear of the market being glutted as long as women want Persian lamb coats.

His sales experience led him to include the show room from the first, and he has opened up outlets in western department stores for Karakul furs and fabrics. Every Karakul coat made of his furs is accompanied by a guarantee of genuineness, and the stud-book numbers of the ewes and rams that were the parents of the pelts. For furs the day-old lambs are killed.

Sheep's milk was an unforeseen by-product. After he

With MILL & FACTORY... Not a Chance Of Advertising To The Man Who Isn't There!

Here's why...



1. **Watch This Distributor's Salesman** in action... and see why there's not a chance of advertising to the "man who isn't there" when you use MILL & FACTORY. Bear in mind that he's only one of the 1200 salesmen of 137 selected Industrial Distributors building circulation for MILL & FACTORY.



2. **Having Carefully** studied the list of key men in all the important plants in his territory with his boss, the Industrial Distributor's salesman makes the most efficient check-back possible. He calls on every one of these key men—not just once in awhile, but *regularly*. Sometimes weekly, sometimes oftener!



3. **The Result:** when there's a personnel change... a key man quitting or being transferred to another job where he loses his specifying authority... the distributor's salesman finds out about it at once. Not only that—he also finds out who the new key man is immediately. He's got to... to get orders!



4. **Then** he promptly sends this information to MILL & FACTORY. It's information that subscription—or canvasser-sold magazines might be months, even years, in getting. He relays this *promptly* because the Industrial Distributor pays for all copies of MILL & FACTORY—and naturally can't afford to have it go to ex-executives.



5. **For Tracking Down** who's who in industry in terms of specifying and buying, you just can't beat the Industrial Distributor. Most topflight advertising men know this from experience. That's why they make a point of using MILL & FACTORY consistently—it's *their one sure way of reaching the men who make today's—not yesterday's—decisions!*

Conover-Mast Corporation, 205 East 42nd Street, New York 17; 333 North Michigan Avenue, Chicago 1; Leader Building, Cleveland 14. Duncan A. Scott & Company, West Coast Representatives, Mills Bldg., San Francisco 4, and Pershing Square Bldg., Los Angeles 13.

MILL & FACTORY

A Conover-Mast Publication

SKYSCRAPER



—SOUTHERN STYLE!

★ This isn't 42nd Street. It's a pedestrian's view of a Memphis skyscraper . . . the Sterick Building . . . one of the many that make up Memphis' skyline.

Memphis is a big market . . . the twelfth largest in the nation.

And Memphis' NBC Station is WMC, the sure way to sales in the Mid-South.

WMC

REPRESENTED NATIONALLY BY
THE BRANHAM COMPANY

★ 5000 WATTS DAY & NIGHT
★ NBC NETWORK

MEMPHIS, TENN.



OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC Memphis WJDX Jackson, Miss.
KARK Little Rock WSMO New Orleans
KWKH RTBS Shreveport

started to market it, Mr. Hemingway discovered that Italian grocery stores in Los Angeles sold certain imported types of cheese—called "Feta"—which were made of ordinary sheep's milk. War shut off the imports, but Italian cheese-makers in Los Angeles said they were able to make them—provided they could get the sheep's milk.

American sheep raising is on a range basis which scarcely can be adapted to milking, and most American sheep growers think the idea of sheep milk funny.

However, after a little study, Mr. Hemingway got an Italian family who had milked sheep in the old country, and started to market the milk, shipping it to Los Angeles. About 450 ewes are always being milked twice a day on the Hemingway ranch. It is done very fast, by hand, since the Italian family of three is expert. The milk is very high in butterfat, and three ewes will yield a gallon daily, making three and a half pounds of cheese. This is a tidy by-product, because at present prices, each ewe's milk brings in around six dollars monthly.

By Rule of Thumb . . .

Glamorous red finger nail polish has been introduced as a new fashion note in tomato-picking circles.

The vogue was started one day last spring when Roscoe Fraser, Purdue University Agricultural Department Extension Specialist, was dictating letters to his secretary.

It was one of those "off" days, Mr. Fraser says . . . his secretary was moody . . . and he was fidgety and distracted no end because of her brilliantly polished finger nails. He was just about to give up, close shop and call it a day—when suddenly he remembered what a problem he had each year to teach prospective tomato pickers to select fruit of the proper shade of red.

"Finger nail polish . . . tomato red," Mr. Fraser pondered. "Why not paint the thumb nails of the pickers with it—that would keep before their very eyes the proper degree of color."

No sooner thought than done . . . Mr. Fraser proceeded (and with his secretary's help, by the way) to prove the practical use of the glamor girl's "pride and joy."

U. S. No. 1. tomatos are 90% good red color, while the No. 2 grade tomatos are only 66 $\frac{2}{3}$ % good red. Up to now it has been necessary for pickers to keep in their *mind's* eye the desired shade of red while searching among the vines for the select color. Now that has all been changed. It is done by rule of thumb.

The thumb-nail polish Mr. Fraser has produced is called Fraser's Tomato Grader, and it is packed by World's Products Co., Spencer, Ind. It duplicates exactly the perfect color of a U. S. Government No. 1 grade tomato.

One of the first companies to use Fraser's "U. S. No. 1. Tomato Red" is the Sun-Ray Co., Frankfort, Ind. Its Kemp pickers are now wearing it as a result of Mr. Fraser's experiments. It enables them to pick top-quality fruit faster by making comparison with the tomato easy and by insuring a uniform, unchanging color chart for the pickers. When mud covers the nail, it is easily removed from the hard-surface polish in one swipe.

NEWS REEL



MATHESON



HILL



McCoy



LINVILLE



TURNER

W. A. MATHESON has been elected president of the Williams Oil-O-Matic Heating Corp., Bloomington, Ill., succeeding W. W. Williams who has been elected chairman of the board of directors.

PHILIP S. HILL who has been assistant manager of the Hyster Company Eastern Division at Peoria, Ill., returns to the Portland, Ore., office to become general sales manager of the firm.



L'HOMMEDIEU

W. BAYARD MCCOY is made sales promotion manager, Rochester Division of Stecher-Traung Lithograph Corp. He will direct sales of full color advertising literature and promotional items.

W. F. LINVILLE, southwestern divisional sales manager, is now director of districts, in charge of divisions and districts, distributor and dealer operations of Bendix Home Appliances, Inc.



FRISHMUTH

ALAN E. TURNER has joined Barrington Associates, Inc., New York City. He formerly was vice-president of The H. B. Davis Co., and executive vice-president, John W. Masury & Son.

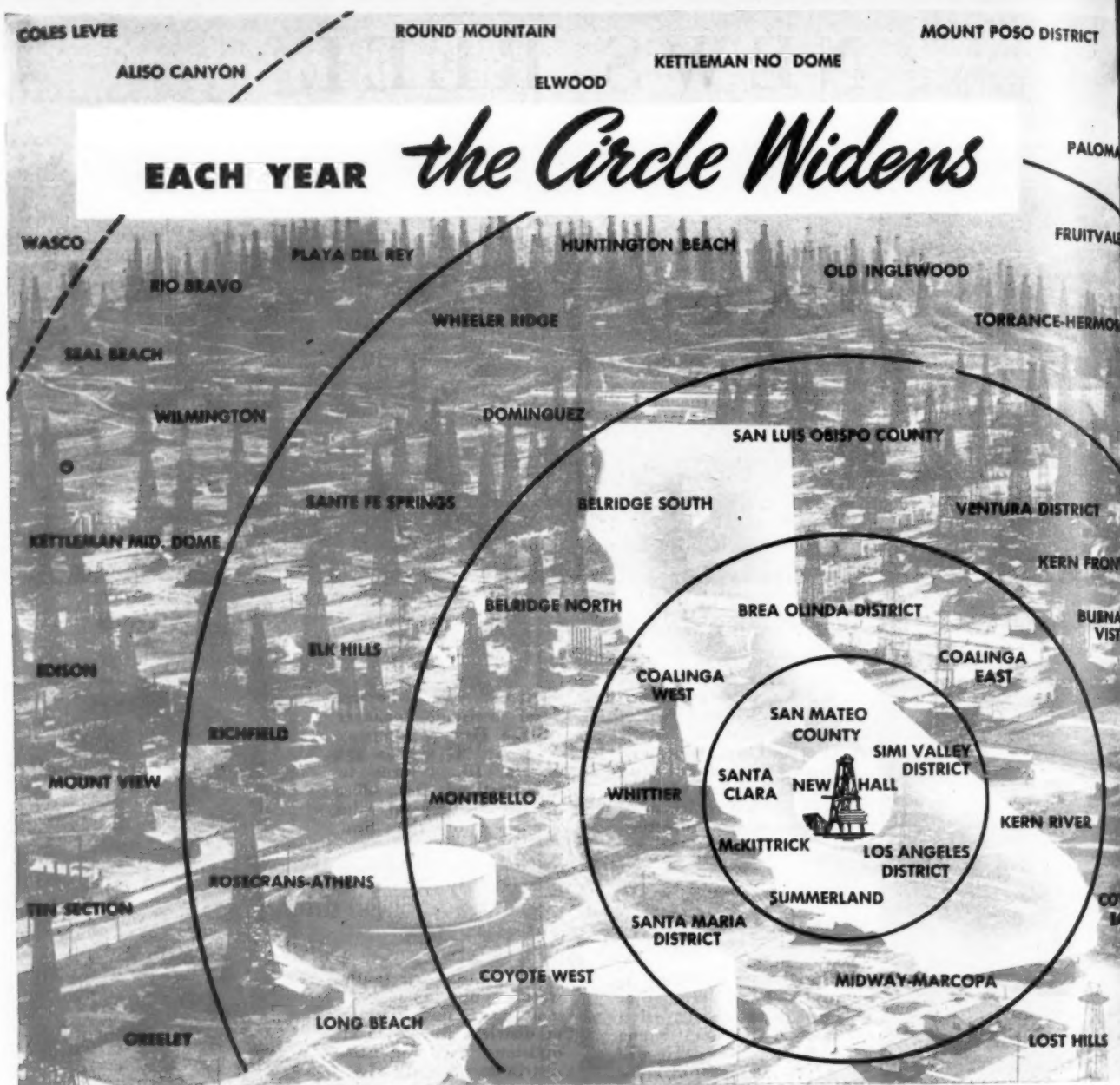
PAIGE D. L'HOMMEDIEU who joined Johnson & Johnson, New Brunswick, N. J., in 1929, holding various managerial positions, is now in full charge of all of the company's general line sales.



DAVIS

CLIFFORD E. FRISHMUTH, vice-president in charge of sales and advertising, Supplee-Wills-Jones Milk Co., Philadelphia, has recently been elected to a new post of executive vice-president of the firm.

DAVID D. DAVIS has been elected executive vice-president of Minnesota & Ontario Paper Co. Mr. Davis formerly was president of General Mills, Inc., and more recently a vice-chairman of WPB.



Beginning in the Newhall District in Eighteen Seventy Five, California oil development has steadily expanded into mountains, valleys, and the ocean. PETROLEUM WORLD in the past thirty years has steadily expanded with each new field development. Its readership has kept pace with editorial policies. Year after year PETROLEUM WORLD circulation has grown PETROLEUM WORLD blankets the West in an

ever widening circle of friends. Today PETROLEUM WORLD reaches four times as many men in California oil industry as any national oil publication. To any manufacturer and supplier who wishes complete, thorough coverage of the California oil industry, PETROLEUM WORLD reaches a concentrated, proven market, with influence and respect. Your advertising story in PETROLEUM

WORLD will enjoy the friendly respect of this vast reader audience. PETROLEUM WORLD is by far your best bet in the California circle.

PETROLEUM WORLD
412 W. Sixth St., Los Angeles 14, Cal.

UNDER THE MANAGEMENT OF
REX W. WADMAN

**PETROLEUM
WORLD**

COVERS ALL DIVISIONS OF CALIFORNIA OIL INDUSTRY



DRILLING—

Demands of industry and armed forces have increased California oil operation.

PRODUCTION

California production has increased more than 14% the past year and is still going up.

REFINING

Refinery throughput in California is up 12% over a year ago and new plants are being built.

MARKETING

Demand for California petroleum products is at a time peak. Industrial and civilian requirements are increasing steadily.

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending October 15, 1944

Share the Sales Car

"CAN YOU HELP ME OUT?" a subscriber asked the other day. "We want our men to travel by car where possible, because we can cover more ground and because the trains are so overcrowded and often late. And I think the travel bottle-neck will get worse before it gets better."

"In some territories we have cars—and I'd be glad to make them available on a non-profit basis to salesmen of other companies who are covering the same towns as my men. In other territories we have no cars and I'd like to make arrangements to have my men split costs with others who do have cars."

"Can you put me in touch with other sales managers who have this same problem?"

I told him that his idea seemed to have merit, that I would give it some publicity and see what happened.

S.M. will be glad to operate a free clearing house if the response warrants it. If you're interested in trying to work out this travel problem cooperatively, write us a letter listing (1) territories where you have cars and would be willing to share, and (2) territories where you'd like your men to use the cars of others. In listing territories, don't give small details; just mention state, section of state, or major city.

If any real interest develops, we will publish lists of "Have Cars" and "Want Cars," and subscribers can carry on from there.

The travel problem is going to be terrific, and transportation authorities believe that the railroads will have an even greater passenger burden at demobilization time than during the past two years.

Local sales executives clubs might well take on as a major task the working out of specific plans for cooperative sharing of available sales cars.

When Is Something FREE?

THE FEDERAL TRADE COMMISSION is becoming exercised over what it considers unfair use of the word "free." Recent Washington stories have told how the FTC is tightening up on the use of the word, but unfortunately, many of these stories have made confusion worse confounded. We've had our Washington man working on it and the true story seems to be about as follows: In the first place, the officials who will make the decisions take the positive stand that "free" in the future must mean exactly that—something without cost to the consumer.

Unfortunately, the FTC cannot see its way clear to bringing out a set of rules which everyone can read and understand. They propose to consider each individual case on its merits and they tell businessmen to make an inquiry preliminary to working up any offers of service

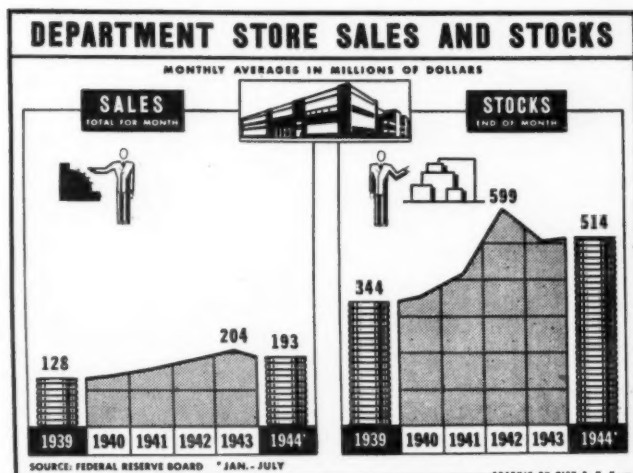
or goods which might be considered as unfair competition.

FTC has stated flatly that something is not free if a customer is asked to remit any money for "postage, packing and handling," but the best Washington opinion is that a charge covering only actual postage will be allowed in connection with the word "free."

But it isn't "free" if you have to buy something in order to get the so-called free gift. For example, they had one case against a certain shirt manufacturer who advertised shirts at \$2.00 apiece, and one "free" by buying 4 shirts at \$6.00. This wasn't a free offer, because the manufacturer didn't allow anyone to buy just one shirt. FTC has ruled that a free book could not be given away contingent upon purchase of a set when the cost price of the set includes the so-called "free" gift. However, officials have ruled that the Book-of-the-Month Club and similar organizations which advertise a book free for those who subscribe, are following lines of fair play.

It is not true, as has been reported, that any definite ruling has been made on the subject of offers of free installations. Officials of FTC consider installation costs as part of an expected service, and see no reason why such costs should come under their jurisdiction unless fraud is indicated.

Users of premiums are urged to check their offers with FTC before making them. Here again, there is no clear-cut ruling and I think our Washington representative sums it up very well when he says, "For instance, they tell me outright that the ruling does not affect the giving of a premium, provided it is called a premium and not a gift. Exactly wherein the difference lies, I do not know, and they were unable to tell me, again stating that it would have to be settled when an actual case came up."



The super-optimists who think of a vast pent-up demand post-war for all types of products should study the inventory reports for various types of stores. Here's the picture for department stores. With stocks on hand half again as large as in 1939, it's going to take real salesmanship to get orders except for those commodities where stocks are at the zero level,

How is the Harvest coming?

To help our many customers—housewives and distributors, we make this annual Del Monte report on canned fruit and vegetable supplies.

Important changes since our last report

This has been known of an advertising since we started

You're kind about the canned fruit situation, but the canned vegetable picture may surprise you.

Notice this big interest on both a canister

Del Monte Foods

Report of Del Monte's annual report to the public on canned fruit and vegetable prospects for the coming winter—which appears in over 450 newspapers throughout the United States during week of October 2.

MOST IMPORTANT OF ALL!

Does the public realize this yet?

We still feel this is the only fair policy

When I write to certify you continue with the Del Monte situation you have

A good idea, and well merchandised, is this Del Monte 1,000 line ad which appears in 450 newspapers this month. The company first reports frankly to the housewife on the canned food situation, helping her to plan, and taking some of the heat off the poor grocer who can't help it if supplies are short. Then the company does a red-pencil explanatory job on a proof which goes to the grocer.

Bonuses for Salesmen

GENERAL ORDER NO. 10 has been revised so that year-end bonus payments not exceeding \$25 may be paid to employees subject to the jurisdiction of the NWLB without approval.

The Second Regional Office of the NWLB has issued a supplementary release which makes it much easier to pay bonuses. Frequently bonus payments are made in random amounts to individual employees without respect to job classifications, length of service, percentage or the like. Under such circumstances it would ordinarily be necessary to file an application for approval of bonuses to new employees or increased bonuses to old employees. In order to obviate many of these applications, the Board has issued the following rules:

1. If bonus payments were made in 1943 in accordance with General Order No. 10 you may pay bonuses in 1944 in the like amount or percentage without approval.
2. If 1943 bonus payments were made pursuant to a ruling from the Board and amounted to 4% or more of your annual payroll subject to the Board, you may pay bonuses in 1944 in an amount up to 4% of your annual payroll of such employees without approval.
3. If your 1943 bonus payments were made pursuant to a ruling from the Board and amounted to less than 4% of your annual payroll of employees subject to their jurisdiction, you may pay the same bonus in 1944 without approval.

Surpluses

ONE OF THE BIG HEADACHES is going to be the disposal of surplus materials—the raw, the semi-manufactured and the finished goods. For example, it was estimated the other day that enough copper may be available at war's end to represent five years of normal production. Trucks and jeeps and airplanes will be available in such quantities as to stop further production for many

months if they come into the civilian market. Producers do not want this material dumped back at us, and labor leaders see eye-to-eye with management on this point. They want jobs for their members. Much material will be left abroad on a lend-lease basis, it may be presumed, but what about the material in this country?

Tom Beck, President of the Crowell-Collier Corporation, has a couple of ideas on that subject which he explained at a recent meeting of the New York chapter of the American Marketing Association. He pointed out that this country was behind the 8-ball in each of the last two wars because we did not have big national stockpiles of strategic war materials—iron, copper, aluminum and the like. War production was seriously hampered for more than a year because of these shortages. So, he argued, don't turn the surpluses in this war back into civilian channels. Instead, the Government should maintain huge stockpiles—just in case some future Hitler gets ideas.

The other Beck proposal is that finished goods like trucks and airplanes and Liberty ships should be leased to Americans and to our Allies under a system whereby the consumer, individual or corporation, enters into a contract to buy a new product when it is available. For example, here is a farmer badly in need of a truck—but new trucks won't be available in any but limited quantities for many months after war's end. The farmer wants a new 2-ton Dodge truck, let's say, but he can't get it. But Uncle Sam says to him, "I'll lease you this 6-ton Army truck on a very modest rental basis until such time as you can buy a new truck of the type you want." When the new truck is delivered, the old one would be scrapped.

New Needs for Advertisers

ADVERTISING HAS GROWN IN STATURE during the war years because so many advertisers, either independently or working in cooperation with the War Advertising Council, have unselfishly devoted their talents, money, time and space to furthering the war effort—and despite the smaller number of advertisers who have capitalized on the war by making G. I. Joe plug their products.

A study just completed by the War Advertising Council indicates that of 32 major current information campaigns 17 will require continuation after V-E day. The Council itself will continue to operate, and the campaigns regarded as likely to need continued emphasis include accident prevention and safety, economic stabilization, food price ceilings, forest fire prevention, gasoline black markets, nutrition, paper salvage and War Bonds.

The inflationary threat is likely to increase after V-E day and in all likelihood will continue as a serious problem until reconversion is well advanced and the supply of goods which is available to civilians begins to approach the pent-up demand. It will be recalled that in the last war 40% of the rise in prices occurred after the armistice. Advertisers are being urged not to cease their cooperation. They have helped to prove during the last two years that advertising can be a beneficent social service; if they should turn around now and devote all of their space and time to straight product advertising, much of this good effect will be lost. Incidentally, the Association of National Advertisers has completed a study among 732 newspapers and finds that while 52% of the papers give preference to product copy at the present time, 26% of the papers which are presently rationing advertising space give a special welcome to war effort copy.

PHILIP SALISBURY

SALES MANAGEMENT



BY
TERRY
ARMSTRONG



Kem-Tone is the interior paint product that topped the accumulated eleven years' sales of the former largest flat wall paint. Below: When the wartime shortage of paint brushes threatened the progress of Kem-Tone the ingenious Roller-Koater was developed. It makes application easier.

Record Breaker in Paint: The Sales And Advertising Story Behind Kem-Tone

Introduced to the national market for the first time on August 1, 1942, after exhaustive tests, Sherwin-Williams' quick-drying water-mix within one year won 600 jobbers, 50,000 dealers and 300 department store outlets. The industry had never seen anything like it.

WHAT company hasn't dreamed of producing a "miracle product"—a product which, in its very first year, would smash all records in unit sales, dollar sales and turnover? The Sherwin-Williams Co., Cleveland, actually achieved just such a "product dream" when it developed and marketed Kem-Tone—the greatest all-time record breaker ever known to the paint industry.

Kem-Tone's success is even more sensational in view of the fact that its sales for one year topped the accumulated eleven years' sales of the former largest selling flat wall paint in the industry. It has the distinction of having created millions of dollars in profits for dealers and jobbers. Furthermore, it has enabled jobbers and dealers to maintain and even increase sales—at a time when they were beset by wartime shortages of other materials.

To the consumer Kem-Tone has

meant a new and economical form of interior decoration. As the average cost of decorating a room with Kem-Tone is only \$2.98 it has brought new beauty into millions of homes—even into the most humble.

Kem-Tone's story is that of a good product backed by a sound merchandising program.

It was in early 1941 when Sherwin-Williams Company's laboratories revealed that experimentations with alkyd-resins had resulted in an interior flat wall finish with properties unheard of in the paint industry. Its main features were:

1. Mixed with water.
2. Dried in one hour.
3. Was free of disagreeable odor.
4. Covered most surfaces *including wallpaper with one coat.*

5. Required no priming and sizing. Despite the "rave" of the research lads about the properties of their wonder baby, the firm (essentially an oil paint concern from way back) frankly

demanded to be shown—really shown.

Definitely—there would not be any "going off the deep end" until Kem-Tone had proved its merits beyond all doubt. That proof could be obtained only by subjecting it to an extensive, exhaustive and acid test. Without further ado the city of Cleveland was selected as Kem-Tone's initial proving ground.

Five hundred gallons were distributed free to home owners who agreed to apply Kem-Tone themselves over painted or wallpapered rooms. The only directions for applying Kem-Tone were those printed on the label of the container. The following week investigators began inspecting and reporting on the results obtained by the 500 home owners.

As the reports were turned in and tabulated, enthusiasm about Kem-Tone soared to a new high. Skepticism about its performance vanished. Nine out of every ten jobs were reported as successes. Furthermore, the reports revealed that the amazingly few unsatisfactory jobs were due to:

1. Disregarding the printed mixing directions.
2. Applying Kem-Tone like an ordinary oil paint.
3. Using too small a brush.

WHAT FEATURES WERE MOST IMPORTANT IN <i>Kem-Tone's</i> ADVERTISING COPY?		
DOES A ROOM FOR \$29!	COVERS WALLPAPER!	ONE COAT COVERS!
		
IMPORTANT? VERY----	IMPORTANT? VERY----	IMPORTANT? VERY----
NO PAINT ODOR!	DRIES IMMEDIATELY!	WASHES EASILY!
		
IMPORTANT? YES----	IMPORTANT? YES----	IMPORTANT? YES— <i>but please</i>

A consumer survey determined what features were most appealing in Kem-Tone's advertising copy. Below: Here is a sample of how these major selling points are incorporated in Kem-Tone's advertising with price and "covers wallpaper" stressed.

4. Attempting to cover wall paper which had bronzed powder or deep red pattern effects.

In these few unsatisfactory jobs a second coat, correctly applied, brought acceptable results except in cases where wallpaper had a bronzed powder or deep red design. In these relatively few instances a prime coat of shellac did the trick.

The performance test conclusively proved that Kem-Tone was a "miracle product"—one which might even revolutionize the field of interior decoration.

Every Home a Prospect

Except in the very lowest levels of purchasing power, every home in America was a potential customer. Here was a new development which promised economical beauty for the most sumptuous home or the humblest dwelling. The company was sure that Kem-Tone could bring fresh beauty to any average-size room for approximately \$3.00.

This price was startling in contrast to the usual cost of decorating a room with ordinary flat wall paint. Before the advent of Kem-Tone the home owner who wished to re-decorate a papered room with wall paint generally had to figure on an outlay of \$20 to \$30. The job usually called for such expensive steps as removing the paper, filling in cracks and holes with plaster, applying a primer and then applying two coats of paint.

The Cleveland proving ground tests led to the belief that Kem-Tone could become the most popular of paint products. Economical, it also assured the consumer convenience and freedom from the many annoyances which attend the ordinary paint job.

The test result confirmed conclusively that Kem-Tone was destined to have a broader market than that ever enjoyed by any interior paint product. It meant that painted walls would no longer so generally be limited to kitchens and bathrooms. The size and scope of Kem-Tone's market may be fully appreciated when one considers the Curtis Publishing Company's 1939 survey on home painting:

Now — **THRILLING NEW COLORS!**



Kem-Tone
TRADE MARK Reg. U.S. Pat. Off.
MIRACLE WALL FINISH

IT COSTS ONLY \$2.98 TO DO THE WORK!

ALWAYS ASK FOR GENUINE KEM-TONE AT YOUR NEAREST DEALER'S!

QUICK KEM-TONE FACTS!

1. ONE COAT COVERS most wallpaper, painted walls and ceilings, without, however, walls.
2. APPLIES LIKE MAGIC!
3. DRIES IN 1 HOUR!
4. MIXES WITH WATER!
5. NO "PAINTY" LOOK!
6. WASHES EASILY!
7. LOWEST NEW COLORS!

TUNE IN! THE KEM-TONE MIRACLE SOUND SHOW WITH DUNNINGER

THE MIRACLE GUEST SHOW

EVERY WEEKDAY, 11:00 AM. ON THE BLUE NETWORK

87.3% of people interviewed used paint in kitchen.

85.8% of people interviewed used paint in bathroom.

Only 28.1% painted the pantry.

Only 24.5% painted the bedrooms.

Only 19.1% painted the hall.

Only 18.8% painted the living room.

Only 18.4% painted the dining room.

Only 11.9% painted the breakfast nook.

All too plainly this survey indicated that the paint industry was doing a bang-up job as far as the kitchen and bathroom markets were concerned, but a most negligible one on the other rooms of the house.

Let's consider for a moment then the market Kem-Tone could well afford to visualize for itself. Assuming that 40,000,000 American homes have four papered rooms each, the grand total of papered rooms would be 160,000,000. A room may be Kem-Tone'd for \$2.98 (price per gallon) which indicates a \$480,000,000 market for painting over wallpapered surfaces alone. Now add to this the market for

painting over painted walls—and we see the over-all potentials.

Kem-Tone was such a revolutionary development in itself it was decided that its startling properties should be widely proclaimed to the public — dramatically, colorfully.

In the light of this decision, the immediate problem was to arrive at an advertising formula which would best insure Kem-Tone's speedy acceptance by the public. Here again the *test method* was selected as the surest method.

It was decided to run test campaigns in Cleveland and Jacksonville, Fla. Dealers were quickly fortified with compelling point-of-sale advertising material. Newspapers were selected as the ideal medium for instantaneous findings from these tests.

It became now a question of what character Kem-Tone's advertising should assume. Since Kem-Tone was a newcomer in the interior decorations field, should it adhere to the

conventional in layouts with special emphasis on the superior beauty of a Kem-Tone job? Or, would it better serve Kem-Tone's interests to use striking illustrations, smashing headlines, sensational copy and big price appeal? The latter was chosen as the means of making the fastest, biggest impression on the mass market.

The response to this test advertising campaign was immediate and electrifying. In each test city hundreds of gallons went over the retail counters following the initial advertisement. Sales gathered momentum with each succeeding ad.

Because these initial tests were expected to supply the blueprint for future national advertising campaigns, a check-up survey was conducted all during the test period. The idea was to discover which sales points in the ads motivated purchases of Kem-Tone. A record was made of each sale. Investigators followed up each sale and asked purchasers why they bought Kem-Tone.

The sales appeals, in their order, proved to be:

1. Price.
2. Kem-Tone could be applied right over wallpaper.
3. Purchaser could apply it himself.
4. It dried in an hour.
5. There was no disagreeable paint odor.
6. It mixed with water.
7. No priming or sizing required.
8. Kem-Tone's washability.

Here was the blueprint. All these selling points would be incorporated thereafter in all Kem-Tone's advertising—with "price" and "covers wallpaper" appeals accented.

During this test period a new and welcome angle for the further promotion of Kem-Tone presented itself. Department stores in these test cities were quick to sense the response the product was finding. These inquiries and orders were appreciated as it was

immediately recognized that their merchandising and large-space advertising would greatly stimulate the acceptance of Kem-Tone.

The story of Kem-Tone traveled on wings. From all parts of the country came letters, telegrams, phone calls from jobbers, dealers, and department stores—demanding to know more about the new product.

All this response and interest indicated that Kem-Tone, besides firmly entrenching itself in the test centers, had an eager and waiting national market. However, it was determined that Kem-Tone would not be introduced to the national market until it had an absolutely fool-proof program for distribution and merchandising. The objective was a program which would enable the company to achieve complete and immediate distribution. In other words, the idea was to have Kem-Tone appear in every section of the national market when the advertising campaign broke.

8 Paint Companies Cooperate

This, the company realized, was too vast a job for the sales organization of one company to tackle alone. It, therefore, promptly invited seven of the country's leading paint companies to participate. The combined dealer, jobber, and sales organizations of these eight companies supplied the firm foundation for the nation-wide distribution Kem-Tone enjoys today.

Because hundreds of salesmen from the eight companies plus thousands of jobbers' salesmen would be handling Kem-Tone, it was decided that a rigid, uniform price policy had to be established. To protect Kem-Tone from the dangers of any unbridled price-cutting war, the retail price was fair-traded at \$2.98 a gallon, 98c a quart—in all the 46 states where retail price fixing was legal. A uniform discount setup, merchandising policy and definite policy as to the type of

outlets desired were also deemed advisable.

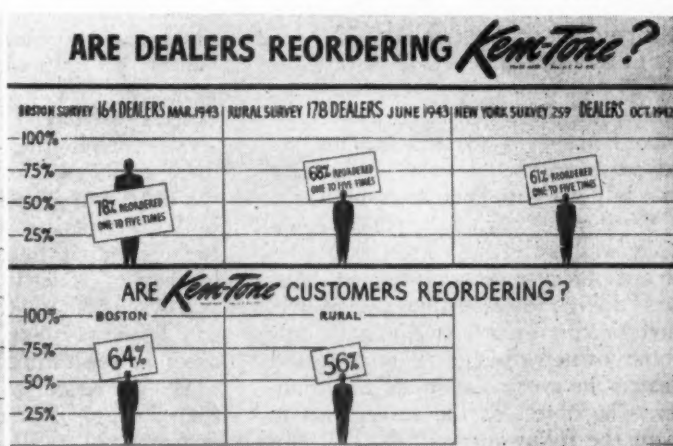
As August 1, 1942, was to be "K-Day"—the day Kem-Tone was scheduled to hit the national market—the preceding months of June and July were devoted to an intensive training program for the sales staffs of all the eight companies involved. The salesmen were thoroughly drilled on the history, development and the great sales future of Kem-Tone. By the time "K-Day" arrived every man on the combined sales force could make a complete presentation of Kem-Tone's unusual qualities—its vast sales-making potentials for paint dealers the country over.

Top talent was employed in the preparation of the salesmen's portfolios. These included color charts, advertising and merchandising plans and schedules, success stories, lists of approved outlets, discount schedules and order blanks.

Meanwhile, Kem-Tone's advertising agency, Newell-Emmett Co., New York City, had been preparing the most ambitious advertising campaign ever launched in the history of the paint industry. The ideal formula for this advertising campaign had been revealed in the preliminary campaigns in the test cities and included large-space color advertising in Sunday newspapers. Also, the effectiveness of department store advertising and compelling point-of-sale material had been proved beyond doubt.

On August 1 the eager sales force was unleashed and the national advertising campaign opened with full-page color advertising in *The American Weekly* and *This Week*—a combined circulation of more than 12,000,000 delivered through 42 of the largest metropolitan Sunday papers from coast to coast. Simultaneously large-space black and white ads appeared in 238 key city papers. At the same time cooperative department stores advertisements appeared. These were

The Kem-Tone survey showed who applied Kem-Tone, revealed excellent ratios of customers reordering to dealers reordering.



closely followed by full-page ads in *Better Homes and Gardens* and full-page and 2-column ads in *Life* and *Successful Farming*. The first year's schedule in all covered one billion Kem-Tone messages.

That first year saw a veritable blitz of Kem-Tone orders. The job of the sales organization netted 600 jobbers, 50,000 dealers and 300 department store outlets. The manufacturing division which had gone into high gear and produced millions of gallons saw itself swamped with orders for millions more gallons than they could produce. For a time it looked as if sales managers and salesmen would have to go underground to avoid the wrath of disappointed dealers.

The manufacturing division stood up to the challenge, stepped up its operations and today, despite a crop of harassing problems has the production situation well in hand.

Production was not the only headache attending Kem-Tone's first year in the national market. During the very first period of Kem-Tone's debut there developed an acute wartime shortage of paint brushes. The company, however, overcame this threat to Kem-Tone's progress by developing an ingenious little gadget called the Kem-Tone Roller-Koater. This novel applicator actually was made of sponge-rubber backed carpet — of which there was a surplus when motor car production ceased—such as was formerly used on automobile floors.

The metal container problem also had to be licked. For a time glass jars were employed but eventually a highly satisfactory fibre container was developed.

On the basis of Kem-Tone's first year record it was decided in 1943 to continue the highly successful promotion program. This called for large-space color advertising in certain Sunday newspapers, *The American Weekly* and *This Week*—making a total circulation of more than 18,000,000. This was exclusive of the black and white ads in 238 key city papers reaching millions more families. In addition, the full-page color advertising in *Better Homes and Gardens* and *American Home* reached 5,000,000 more home-conscious people. This new advertising schedule also called for one billion Kem-Tone sales messages.

During the period in which Kem-Tone was establishing itself as a sales record breaker Newell-Emmett Co. was doing an extensive survey job. Investigators interviewed not only home owners, but also renters and dealers in every section of the country. The object of the survey was to learn the following:

1. How many people knew what Kem-Tone was.
2. How users heard about it.
3. Who bought it.
4. Why they bought it.
5. Where they used it.
6. How they liked it.

The dealers were particularly asked:

1. Why they stocked Kem-Tone?
2. How their sales were?
3. Were consumers pleased with Kem-Tone?
4. What were the complaints if any?
5. What advertising they felt was most effective?

The survey has furnished Kem-Tone with a dependable guide for future advertising and merchandising. Here is a sample of what the survey revealed:

- Women buy 59% of the Kem-Tone sold. Husbands apply 46%; wives 37%.
- 49% of Kem-Tone is applied over wall-paper.
- 2 1/3 rooms is the average painted by Kem-Tone purchasers.
- 38% of users painted bedrooms.
- 16% of users painted living rooms.
- 13% of users painted dining rooms.
- 66% used only one coat.
- 39% of users found out about Kem-Tone from newspaper advertising.
- 18% of users found out about Kem-Tone from magazine advertising.

Campaigns and Marketing

Scare Pictures

Arthur Szyk, who has been doing covers for *Collier's* off and on for the past three years, and who has become rather famous for his vulture-ized caricatures of the Hitler gang, is illustrating the new campaign of Rogers Diesel and Aircraft Corp. The campaign, under the direction of Rickard and Co., Inc., New York City, will appear in such magazines as *Business Week*, *Fortune*, and *Newsweek*, in full-page space.

First of the series portrays the black market meat dealer.

Tomorrow's Homes

With a need for millions of new homes when the war is over and supplies are available, *Practical Builder*, Chicago, is reinstating its two-year-old campaign which debunked the so-called "Miracle Home." *Practical Builder* feels that there should be more truth and less poetry in plans for the home of tomorrow. Too many fantastic promises, claim they, are being made to prospective builders. To blast the issue-clouding concerning post-war homes, the magazine will use 36 newspapers in leading U. S. cities in the campaign.

H. W. Kastor & Sons Advertising Co., Chicago, is releasing and guiding the program.

21% of users found out about Kem-Tone from friends.
62% of dealers stocked Kem-Tone because of advertising and consumer demand.

In addition to the extensive advertising and merchandising program—and because Kem-Tone's story was news—hundreds of thousands of dollars' worth of publicity was obtained and helped to entrench Kem-Tone more deeply in the American consumer's consciousness.

Late in 1943, after the survey had clearly indicated that Kem-Tone had become a household word, a nationwide radio program was decided upon. The "miracle product" decided to sponsor Dunninger, the Miracle Mentalist. This radio phase of Kem-Tone's advertising was launched in January, 1944.

Kem-Tone, despite certain material shortages and a score of wartime obstacles, has stuck strictly to winning and broadening its market. Optimism about Kem-Tone's post-war future is well warranted. Reason—the huge backlog of deferred decorating jobs—the vast decorating potentials in new post-war homes.

Toy Fair

Arrangements have been completed by the Los Angeles Chamber of Commerce Domestic Trade Department for a California Toy Fair, to be held sometime next spring.

Plans for the fair were set in motion last July when 50 manufacturers of toys in the California area were asked what they thought such a show would do for their industry. Need for the show was evidenced by merchandising managers and buyers, who regularly visit the market from the East. Hundreds, interviewed at the same time manufacturers were queried, stated that they are constantly seeking increased quantities of original toys designed and made in California.

Announcements and invitations to the show will be mailed to buyers throughout the country.

Coffee Quiz

The M. J. B. Co., San Francisco, is using the stars of Hollywood to sell its coffee. Newspaper advertisements of 840-line size are featuring photographs of the stars and a coffee-quiz in which the public is challenged to compete against the movie stars in answering questions about coffee. In each advertisement the star is pictured drinking a cup of M. J. B. The quiz part of the advertisement tells readers



Arthur Fiedler, conductor of the program; C. S. Young, general manager of WBZ; C. E. Spencer, Jr., president of The First National Bank of Boston; and Frank Hatch, vice-president of Batten, Barton, Durstine & Osborn, Inc., sign for a series of concerts for the First National Bank of Boston.

how many questions the star in the picture answered correctly. Correct answers are shown in small type below. The theme headlining all of the advertisements is "You can't make a bad cup of coffee with M.J.B." Batten, Barton, Durstine & Osborn, Inc., San Francisco, is the agency.

Welles for Waltham

After years of practically no consumer advertising, and with little or none of its product to offer the civilian buying public, Waltham Watch Co., Waltham, Mass., is returning to the public ear with a series of fifteen-minute broadcasts by the former Under Secretary of State, Sumner Welles, beginning October 11.

This re-venture into the realm of publicity marks the beginning of Waltham's vastly accelerated promotion program. Plans for the future include national advertising in media other than radio.

The H. B. Humphrey Co., Boston, has the Waltham account.

Displays for War Fund

To enable stores to cooperate with local Community Chest and War Funds drives by using valuable window space the National War Fund, Inc., is making available three displays, constructed in three dimensions and printed in full color. The displays are complete and can be installed in a few minutes. Each features an overlay sheet on which is imprinted the name and slogan of the local drive.

The War Fund has priced the displays far below the cost of building an individual display, and feels that they will solve the problem of many companies who have, in the past,

wished to build a display but found the cost prohibitive.

Any business organization interested in using these displays can get in touch with its local Community Chest or write to the manufacturers—the Display Corp., Milwaukee, Wis.

A Letter a Day

Eaton's Fine Letter Papers, Pittsfield, Mass., are showing readers of the class magazines the first of a series of advertisements in full color prepared by them. Theme of the advertisements—the importance of let-

ters, whether in wartime or in peace.

Eaton decided that the famous people who wrote letters down through history could speak in behalf of letter-writing better than any writer of copy. So in the first advertisement Heloise writes Abelard, "What cannot letters inspire?"

Eaton believes that today millions of people who previously shied away from letter-writing are having to take pen in hand. A new market is being made. After the war these same people will continue to write letters. If its current series of advertisements sells people on the idea of writing letters, the ultimate choice of stationery can be left to the attractiveness of the merchandise, the known quality, and the familiarity of the brand name.

The campaign is being handled by the Grey Advertising Agency.

Brand the Strays

Brand names have enjoyed quite a bit of discussion the past year. Quietly, a group of well known manufacturers of branded products have been doing some team-work on the subject. Now, for the first time, brand advertising will enjoy paid advertising space, sponsored by Fawcett Publications, Inc., New York City.

Newspapers in fifteen large cities have been signed for the campaign, to run once a month through December. These 1,000-line advertisements will be augmented by a series of 2-column advertisements, several each month, for the four-month campaign schedule.



National War Fund is releasing these displays for stores who would have to make their own or use no display because of high construction cost.

Cold Facts About Materials That Will Alter Post-War Competition

Let's forget the romantic approach to these new "miracle" products we've been hearing about. Here's a factual examination of a group of them. It tells what they are and how they're currently being used, and suggests their most likely immediate peacetime applications.

WHAT about those materials about which we are hearing so much? Will there really be so many of them and will they be so wonderful as we have been led to believe? SALES MANAGEMENT readers want to know the answers to those questions, and they want to be told in general terms, without too many technical details. Above all, Mr. Manufacturer wants to know about the particular materials which will be likely to affect him, materials which he can use to advantage in his own production or in packaging or otherwise. Perhaps some of these will compete with his own products, or will be used by competitors in such a way as to affect him adversely.

A Brief Sampling

Realizing all this, we have set out to discover certain pertinent facts about some of the materials which seem to us to have important post-war potentialities. We could not cover them all, because there are too many of them. We cannot tell everything there is to know about them, partly because it would require full-length books to do justice to some of them, and partly because new developments keep occurring and yesterday's data on some of them will be obsolete tomorrow. During the course of our research, we learned of materials not yet trade-named. Some are not yet available commercially. When we asked about possible post-war applications, some producers said, "That's what we would like to know ourselves—we'll tell you about the product and you ask your readers to tell us about the applications."

On one point there was surprising unanimity of opinion: Too much has been claimed for these "wonderful new materials," not, generally speaking, by their producers, but by over-enthusiastic writers. The public, actuated by wishful thinking, has built up a dream of fantastic inventions in which plastics play the leading role. Striking as developments in plastics

have been in recent years, there is not much likelihood of their completely displacing other basic materials. Neither the all-plastic airplane nor all-plastic automobile is in sight. Wood, metal and glass are still valued materials, available—like plastics—in new and more useful forms. Then there are the alloys and combinations, plywood in its new forms, the laminates, the bonded wood and paper materials. The variations are endless, exciting in their own right, and challenging to all industrialists.

Here are short summaries of information on a selected few of the materials which will play important roles in the post-war world. Most of them are new. Some are variations of old materials. For all of them there will be a great number of interesting new applications:

Pluswood

Pluswood, Inc. (subsidiary of Lulabye Furniture Corp.) A wood alloy or "compreg," called by its makers a "metal plywood," because it must be worked as metals are worked—it can be sawn, drilled, tapped, threaded, etc. Made of plies of veneer, it utilizes electronics and atomic friction to set the resin in the material; this makes it possible to produce blocks of compreg weighing up to 1,500 pounds, and 16 inches in thickness. Weighing only half as much as aluminum, PLUSWOOD is dense and tough. It can be made to any predetermined engineering description. It is a non-conductor. It is highly acid-resistant and fire-resistant. (It is said to be more fire-resistant than steel.) It can be produced with a high gloss, glass-like finish, retaining the natural beauty of wood; and the finish remains permanent, requiring no waxing or polishing—merely washing. It can be veneered to other materials, to serve as a front. The manufacturers claim they will soon be ready to announce a successful method of bonding the product to metal; work is also in progress in finding an adhesive for stone and concrete.

Present uses: Furniture. Stock for gears (well-suited to the purpose, because of light weight and strength, quietness, little need for lubrication).

Possible post-war uses: In electrical industry. In construction, including interior and exterior trim. As pattern stock in machine shops; as die stock as a shaft on machines; as a vat lining; type (in graphic arts field); in the aviation industries (many uses). As a veneer, it will have far more applications. Some are: in show cases, in building construction; in naval architecture.

Pliofoam

Goodyear Tire & Rubber Co. A urea-formaldehyde plastic, rigid and sponge-like, for insulation purposes. Its outstanding characteristic is extreme light weight; a cubic foot of it weighs less than a pound, and *it is less than eight times heavier than air*. It is both a heat insulator and a sound insulator. It is non-toxic, insoluble in all solvents, and resistant to dilute acids and bases.

Present uses: Airplane insulation against extremes in temperature, and as a wing-filler for airplanes. (Although practically impervious to water, it absorbs high-octane fuel with rapidity. It is placed around the bullet-puncture-sealing fuel cells, and when they are punctured it absorbs the slight amounts of fuel which may escape before the cells seal themselves. If not absorbed, this fuel might cause dangerous air mixtures in the wings.)

Possible post-war uses: Insulating the walls of homes; in refrigerators, railroad cars, airplanes, automobiles, buses. It is not recommended for use on steam pipes or applications where continuous temperatures over 170 degrees are to be encountered.

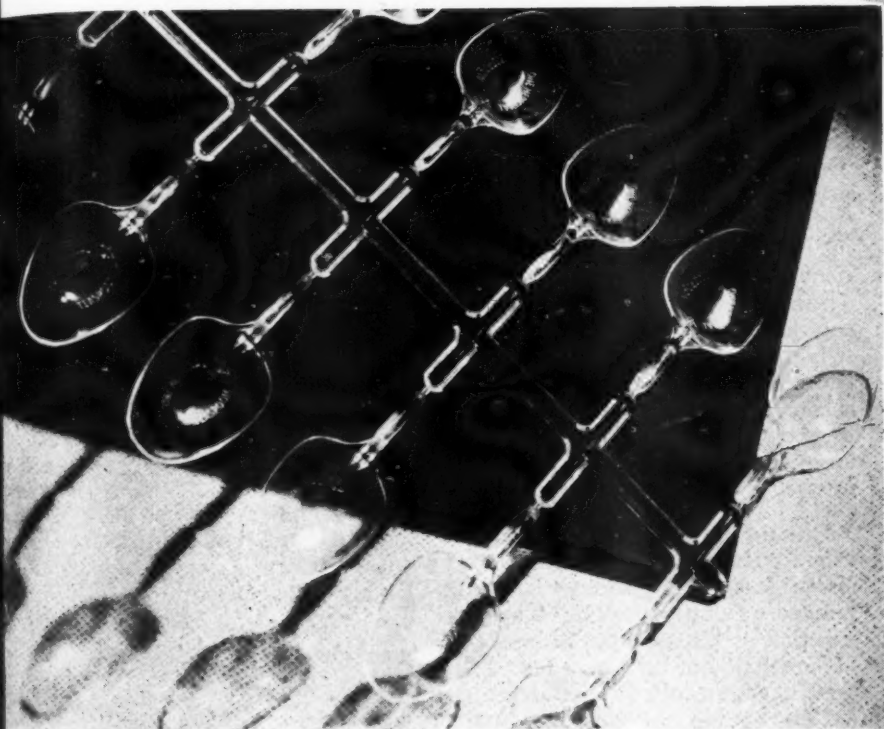
PLIOFOAM is now being produced only in small quantities for certain critical war requirements. Scientific samples are available at present. No commercial form of distribution has been established, nor has a commercial price structure been set up. The product is being advertised.

Thermopane

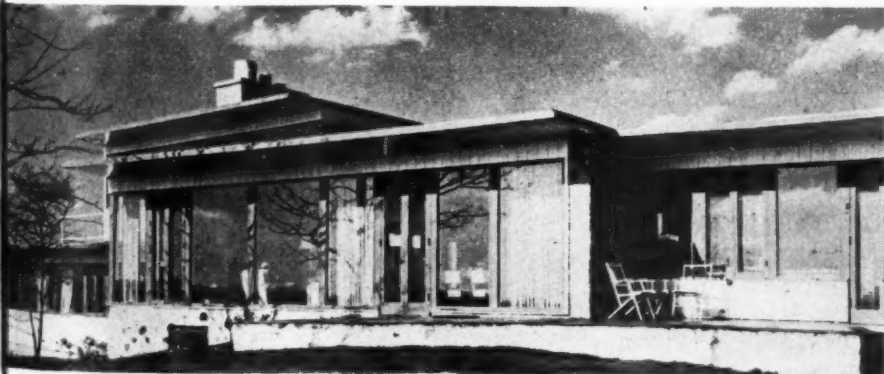
Libbey-Owens-Ford Glass Co. An insulating windowpane, consisting of two or more lights of glass, sealing



BONUS FOR BABY: Junior starts life in a plastic age by wearing pants coated with Goodrich's Geon. Geon resins and plastics are a group of polyvinyl resins, thermoplastic in nature, furnished in ready-to-use sheet form or granules. So great is the product's versatility that no one can make a guess as to its range of post-war application.

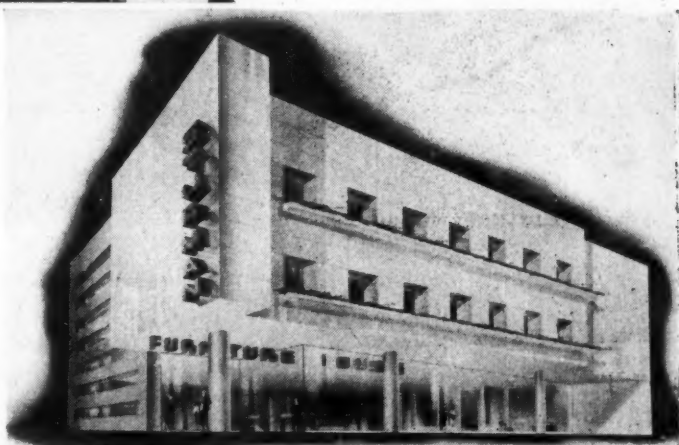


RAINBOW PLASTIC: Dow's Styron is the material from which these twelve medicinal measuring spoons were molded. The electric razor case at the right is another application of the same product. Styron comes in all colors, is resistant to water and chemicals.



NO FROST PICTURES? Nope. Libbey-Owens-Ford's Thermopane is expected to have a wide application in post-war architecture. The insulating panes do not fog up in winter. Tests show they cut down heat losses normally suffered through single window panes by as much as 50%. Only through the use of a product like Thermopane do huge windows of the type used in this building, become practical for wide post-war use.

TAILERS UNDER GLASS: (Right) Libbey-Owens-Ford visualizes an entirely new type of retail store, constructed of Tuf-flex, "the plastic glass," and Vitrolite, "the structural flat glass."



in a dehydrated air space by means of a metal-to-glass bond. The "cushion" of dry air between the two lights of glass helps to prevent the formation of condensation on the window (known as fog). THERMOPANE permits entrance of the sun's rays, but has high resistance to the normal flow of interior heat toward the outside.

Present uses: Now being manufactured at a pilot plant, THERMOPANE is used in Army Signal Corps trucks, to protect delicate instruments against thermal changes; in observation windows in laboratory cabinets for simulating atmospheric conditions in testing aircraft and ordnance equipment; in windows of hospital ships. **Commercial uses:** In display cabinets for perishable foods, and in reglazing industrial buildings, schools and hospitals.

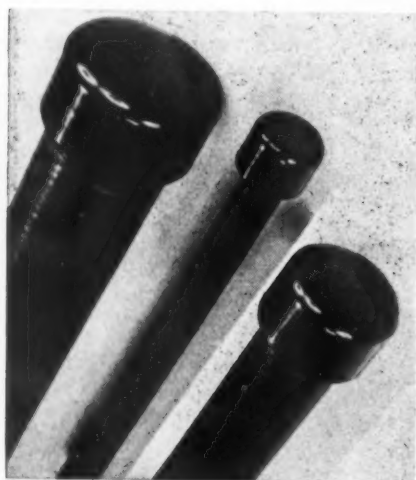
Possible post-war uses: As a "permanent storm sash." In large office and apartment buildings and institutions, for storm sash above second and third floors (formerly considered impractical). In the post-war "solar house," designed to take maximum advantage of the sun's heat in winter.

When new machinery and equipment permit expanded production, THERMOPANE will be merchandised as a fuel saver and an integral part of the "daylight engineering" home building idea.

Tuf-Flex

Libbey-Owens-Ford Glass Co. A tough, heat-treated plate glass. Treatment with a quick-cooling process makes it highly flexible and virtually impervious to thermal shock. (A pane of TUF-FLEX, placed on ice, will not crack or break when molten metal is poured over the surface.)

Present uses: Glass shelving in bathrooms, sliding glass doors for cabinets, partitions between rooms. **Industrial uses:** Vats, steam spotting



boards in dry-cleaning plants; protection plates on grinding machines, and heat guards for operators of cranes holding molten metals.

Possible post-war uses: Glass fronts for stores and buildings, enabling interiors to become mammoth showcases.

Geon

B. F. Goodrich Co. A group of polyvinyl resins which are thermoplastic in nature, and are furnished in ready-to-use sheet form or granules. They can be processed, after compounding, in many ways—among them: injection and compression molding, extruding, calendering, solution coating, impregnating and film-casting. Their chief characteristics are: extreme chemical inertness, photo and thermal stability, toughness, resistance to acids and alkalis and oxidation (a form of chemical inertness), non-inflammability, wide elastomeric range, from properties of a rigid thermoplastic to a very soft jelly.

Present uses: GEON is available to industrial users subject to allocation under General Preference Order M-10. Limited quantities also can be had for experiment. Uses are too extensive to list in detail, but here are a few: *Electrical* (cable insulation and jacketing; flexible conduit and sleeving; battery separators); *Textile* (for proofing and coating all fabrics. Leather-like upholstery); *Plastics* (for all kinds of flexible molded and extruded goods); *Paper* (for coating and sealing; wide use in packaging and closure field); *Food and Beverage* (for hose and tank linings); *Rubber* (for blending

with rubberlike synthetics to improve or impart desirable characteristics).

Possible post-war uses: Too numerous to list.

Cerex

Monsanto Chemical Co. A heat-resistant thermoplastic, capable of holding its shape and strength in boiling water, but which may also be molded by standard methods. Heat-resistant, acid-resistant and water-resistant, the material is said to have more than 300 uses. It is now being produced in a transparent amber natural color. Color possibilities in molding compounds are somewhat limited, although a range of transparent, translucent, and opaque colors can be obtained. In flammability tests, it is rated as slow burning.

Present uses: Military only, chiefly in the electrical field, and particularly where moderately low electrical loss properties are required in combination with heat resistance higher than supplied by other thermoplastics. Coil forms, crystal holders and condenser cases are typical of the applications being studied. Aircraft battery cases molded of CEREX have stood up under severe tests.

Possible post-war uses: More than 300 listed. In automobiles, these range from bushings, gaskets, generator and ignition parts to water pumps. In the electrical industries—from adaptors to voltage regulators. In photography, from camera cases and parts to projectors. In the chemical industries—from agitators to valves and valve handles. Surgical instruments and



AND THIS IS SARAN: Dow Chemical Co.'s vinylidene chloride resin will find myriad applications both in industry and in consumer products and packages. Saran film (shown above) is used to package metal parts, tools and instruments to protect them from corrosion and dirt. Saran pipe (left) is now in use in chemical plants as well as in the other plants where chemical resistance is a prerequisite to satisfaction.

other articles that must be sterilized (even kitchen ware) are early likely applications.

The Syton Compounds

Monsanto Chemical Co. A new family of synthetics produced from colloidal silicas, used to treat textiles, to make fabrics stronger; making sheer stockings run-resistant, serge suitings shine-resistant, and which will prevent fragile fabrics from pulling out at the seams. Developed in wartime textile research, the SYTONS are said to act as a coating of sub-microscopic grains of sand, locking minute fibres or threads into places. They do not harm the feel or appearance of the fabrics. The compounds may be applied at the mills or in the home, through immersion, spraying or sponging. The SYTON compound most thoroughly recom-

twists will be needed and stronger cords produced. This should reduce operating and material costs, improving cotton's competitive position against foreign-produced hemp. Monsanto predicts that the SYTONS may help the cotton industry to recapture tire cord markets that have been lost since the adoption of rayon filaments for synthetic tires.

Resloom

Monsanto Chemical Co. A resin, treatment which practically eliminates shrinkage in woven and knitted wool fabrics without affecting appearance or draping qualities. It may also have a moth-repellent effect. RESLOOMED fabrics need not be coddled, but may be washed with hot water and soap, along with cottons. At present, RESLOOMING can be done only in the textile mill, and necessitates only minor changes in current production methods.

Present uses: For military needs.

Possible post-war uses: Though greatest possibilities are seen in wool, the process is also effective on cotton, rayon, linen and aralac.

Saran

The Dow Chemical Co. A vinylidene chloride resin, available in forms ranging from a flexible, moderately soluble material, to a hard, tough, insoluble thermoplastic. Its outstanding quality is chemical resistance—it is resistant to almost every chemical combination: acids, alkalis, salt solutions, organic solvents and water. It is also non-flammable, high in tensile strength, and it possesses good electrical properties. It is suitable for fabrication in moldings, extrusions, pipe and tubing, and films and sheets.



IMPERVIOUS PLUSWOOD: The stuff of which Mosquito planes are made is really tough. A model pours a 10% solution of sulphuric acid on a Pluswood furniture piece to demonstrate acid resistance.

Present uses: Plastic screens for use by various branches of the military. (Between 40 and 50 million square feet of plastic screen have been woven by New York Wire Cloth, York, Pa.; troops in tropical areas require screening against insects, and such areas are characterized by corrosive conditions and the presence of fungus growths. Some SARAN screens have been installed more than twelve months, under conditions conducive to quick corrosion, but have shown no deterioration.) SARAN pipe and tubing is now in use in chemical plants and the other plants where chemical resistance is a useful property. Rope made from SARAN monofilaments is both flexible and strong, and is being used in war industries. Extruded sections of SARAN are to be found in upholstery.

Possible post-war uses: Corrosion-resistant screens for civilian use. Extensions of wartime industrial uses. Fabrics, upholstery materials, shoe-soles. Coatings, for wood, paper and fabrics. In the packaging field, transparent SARAN film is promised in a form that will not impair flavor or have an unpleasant odor.

Styron

The Dow Chemical Co. A clear plastic, or polystyrene; a thermoplastic molding material. Its properties are chemical resistance, water resistance, low specific gravity, high impact strength at low temperatures, clarity and high index of refraction, excellent electrical properties and ease of moldability. Because of its low specific gravity (1.06), a large number of pieces can be produced from each pound of material. Flow characteristics are such that thin sections may be readily filled at temperatures and pressures within ranges used for other thermoplastics. Scrap can be reground and reused to advantage. Though best suited for injection molding, the material may also be extruded, machined and molded by compression (when certain conditions are observed).

Present uses: For laboratory equipment and closures (where chemical resistance is important). In the electrical field. Industrial, decoration

Possible post-war uses: In addition to industrial and electrical applications, it should be used in architecture and displays, molded optical parts, costume jewelry. It is adaptable to protective coatings as an ingredient of paints, varnishes and lacquers.

(This is the first of two articles on the materials which will alter post-war competition. The second will appear in an early issue.)



POST-WAR HIT, NO RUNS: Snagged at the kneecap, the stocking encasing the model's right leg ran faster than the eye could follow. The other stocking, treated with Monsanto's Syton, got an identical snag, but didn't run at all. One treatment is expected to last the life of the fabric.

mended is a neutral solution, substantially free from salts or electrolytes. It may be diluted with water or solvents, is stable in mild acid and alkali, and is compatible with water solutions or dispersions of other finishing agents, resins or dyestuffs. One treatment may be expected to last throughout the life of the fabric.

Present uses: For military needs.

Possible post-war uses: These are obvious. But it is worth noting that Syton-treated yarns may result in greater efficiency of looms, because breaks will be fewer. In the manufacture of cotton twine and cotton rope, fewer

Based on an interview by
Lester B. Colby with

COURTNEY JOHNSON
Assistant to the Chairman of the Board
The Studebaker Corp.
South Bend, Ind.



Studebaker WAR CONTRACT MATERIAL INVENTORY				FIRST COUNT	
Contract No.		Claim No.		Pur. Group Code	
Claims Identification				No. 21451	
FACTORY DETAILS				Port No.	
Description (in full)				Quantity	
Kind of Material				No. of Piles	
Size		Weight		No. of Containers	
How Packed (bulk, barrel, crate, 100 to box, etc.)		Bldg. No.		Estimated <input type="checkbox"/>	
Counted by		Section		Hand Counted <input type="checkbox"/>	
Written by		Dept. No.		Scale Counted <input type="checkbox"/>	
Remarks				Rough <input type="checkbox"/>	
Name of Last Operation Performed				Finished <input type="checkbox"/>	
				No. of Last Oper. Performed <input type="text"/>	
(PER UNIT)		MFG. COST DETAILS		(TOTAL)	
Material		Per	By	Material	
Labor		Per	By	Labor	
Expense		Per	By	Expense	
Total		Per	By	Total	
Mfg. Cost of Completed Part		Per	By	Extended By	Verified By
OTHER DETAILS					
Cont. Part or Desig. No.		Revision No.		Rev. Date	
Specifications		Mfr's Catalog No.		OPA Copying or Mkt. Price	
Vendor's Name and Address					
Mfr's Name and Address					
Recommended Disposal (Show amount offered for quantity on hand)					
Termination Classification				Termination Group	
Remarks					
CAUTION—All Copies of Cancelled, Spoiled and Unused Tickets Must Be Returned to Central Stores Office.					

Appalled by the enormity of the task of "washing up" after the termination of war contracts, Studebaker has organized a special department of experts whose duty it will be to expedite settlements with hundreds of sub-contractors when cancellations come. The pattern they have adopted embodies ideas other firms may want to copy.

Studebaker Drafts a Master Plan For Handling Contract Termination

SPEED in the settlement of terminated war contracts is of utmost importance in clearing and reconverting plants which have been engaged in war work. The main purpose is to cut to a minimum the amount of "idle time" during the period of preparation for civilian production. Speed in reconversion can be a vital factor in the continued prosperity of the Nation. Reducing the "down" periods might even save hundreds of manufacturers from bank-

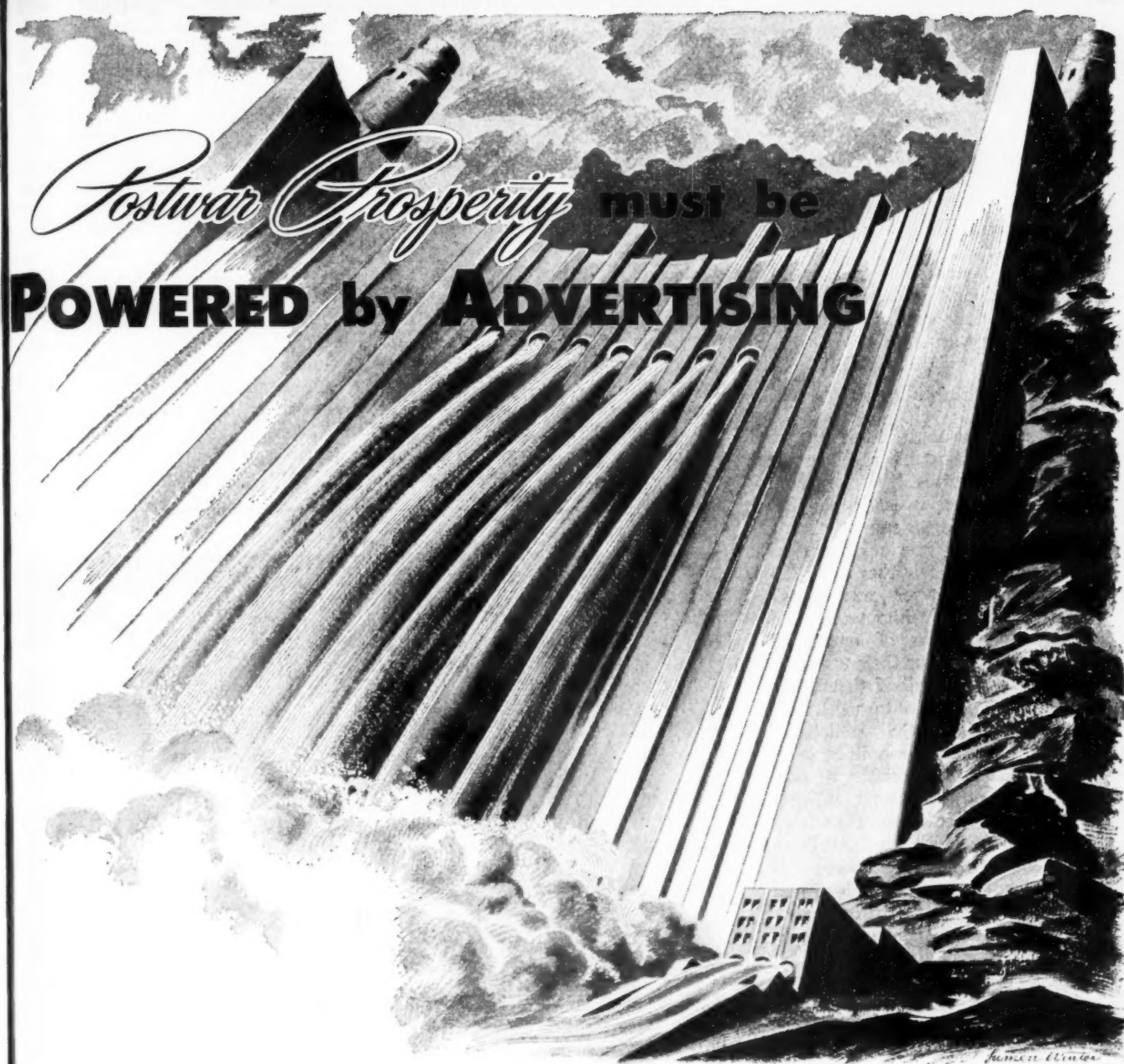
ruptcy because many of them have been neck-deep in production on a veritable shoestring. It is important to save them, save their payrolls and so keep people at work.

The Studebaker Corp., South Bend, Ind., for example, has about 26,000 employees. Currently it is delivering war goods at the rate of \$450,000,000 annually on a working capital of \$24,000,000. Its wartime contracts have been as a result far, far in excess of its capital position.

Studebaker in its automotive division alone has 400 sub-contractors. The sub-contractors also have their sub-contractors. And these have other sub-contractors. Each step in sub-contracting is called a "tier." In the manufacture of some wartime equipment the various parts of the job have been portioned out down through as many as five tiers.

Should mass cancellations come, it is conceivable that all of these would be stopped short in their tracks by, say,

SALES MANAGEMENT



Lots of advertising will have to go over our economic dam to produce the big sales needed to keep plants humming, provide jobs, and maintain high national income. By its wartime performance, industry again has demonstrated its own ability and the rightness of free economy. Advertising is the proved method of getting business most economically. Combine these two great forces and America will continue to win frontiers. Make your postwar advertising and selling plans now. And when the time comes, specify Champion paper.



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telegrams from the War Department. This is the Studebaker picture. Enlarge it to cover the entire Nation and all wartime plants and you will find the situation the Nation must face when peace comes.

Several months ago the Studebaker management took cognizance of this situation. After conferences with the heads of the War Department and other key men in Washington the decision was reached to organize a special department to work out, in advance, plans for the quick settlement of all claims and for the speedy termination of all business with the Government.

New Department Goes to Work

Courtney Johnson, assistant to the chairman of the board, was given the job of organizing this department and setting it in motion. In late September the department had 36 employees, only one of whom had previously worked for Studebaker. Largely they are auditors, accountants, lawyers, and experienced business men. Without exception they have had weeks of intensified training to fit them for their tasks.

It was early determined that, come peace and the rush to turn back to civilian production, the Studebaker Purchasing Department would be overburdened, due to the necessity of purchasing and contracting for raw materials and parts and sub-assemblies from other manufacturers. The Auditing Department, too, it was foreseen, also would be overburdened. The load had to be taken off of these departments.

More, in the settlement of Government contracts everything had to be handled according to laws and regulations; in other words, red tape. Those doing the job would of necessity need to be experts. They would have to familiarize themselves with the Baruch-Hancock report, the Contract Settlement Act, the Contractor's Guide, Procurement Regulations of the Services, Regulation No. 1 of the Surplus War Property Administration, Regulations No. 1 and 2 of the Director of Contract Settlement, the Terminating Accounting Manual, and so on. These run into hundreds of pages of finely printed type and are technical in nature.

Mr. Johnson was approached personally to learn how the whole plan was being organized and how it was progressing. The War Department, and other cooperating agencies in Washington, months ago had placed their O.K. on Studebaker's program and were using Studebaker as a sort of guinea pig with view to a nation-wide solution of the puzzle.

"The first move in the settlement of a contract," said Mr. Johnson, "must

be the preparation and presentation by the manufacturer of an accurately compiled claim including a detailed inventory of materials, parts, sub-assemblies, machine tools, machines, jigs, dies, tools, fixtures and patterns for which the manufacturer expects reimbursement. This inventory must be accurately counted, priced, costed, summed up, and must be entered on the mandatory Government forms with complete information supplied as indicated on the forms.

"This information includes some items which are not ordinarily a part of a commercial inventory; for instance, detailed description of the material, weights, and property disposal recommendations. In order to report this inventory, the manufacturer must have the means for gathering the in-

formation, for compiling it, and for entering it on the forms. As a part of the inventory, the manufacturer must have an approved method for figuring and applying factory overhead expenses used in costing parts manufactured and in process in the factory.

"Compilation of such an inventory involves not only the training of personnel, but the necessary equipment. The ideal situation, which of course cannot be reached, would be to have everything checked, counted and figured out, and all problems of settlement solved, when termination day comes, so that filling in the figures would be all that was necessary. Unable to do that, we are trying to make the whole thing as simple as possible.

"Studebaker found some time ago that a special inventory ticket would



Traveling Exhibit Displays Uses for Fiberglas

OWENS - CORNING Fiberglas Corp. has arranged a traveling exhibit of Fiberglas electrical materials scheduled to visit major industrial centers this autumn and winter. First showings of the exhibit were held recently in Detroit and Indianapolis.

Severe service requirements for electrical equipment, in many cases imposed by war uses, have resulted in a greatly increased and broadened use of Fiberglas electrical insulation.

Units included in the exhibit were selected to demonstrate proved applications of Fiberglas insulation, and to show how use has been made of these materials to enable motors, generators, transformers and other equipment to stand up under conditions of high over-load, high temperatures, high

humidity and the presence of corrosive fumes. Among the units shown are extremely small motors capable of moving 500 times their own weight. These motors are employed to operate wing flaps and de-icing equipment on aircraft.

Shown here is a section of the field of Fiberglas-insulated aircraft generator manufactured by General Electric Co., which is one of the centers of interest in the exhibit. Left to right: R. J. Miller, Fiberglas Electrical Division manager; O. F. Veal, sales promotion manager of the General Electric Industrial Motors Division; C. W. Falls, chief sales engineer of the G-E Industrial Motors Division, and A. J. Lacock, chief engineer of G-E's Purchasing Department.



A WELCOME HAND TO BELL SYSTEM WAR VETERANS

Some day we shall have the pleasure of welcoming back to the Bell System the men and women who are now in the armed forces. They number more than 55,000. Some 3500 released from service are already back with us. We shall

have a warm welcome for the rest as they join us again. Not only shall we be glad to see them personally but we shall be glad of their skill and energy for the big tasks which face the Bell System in the future.

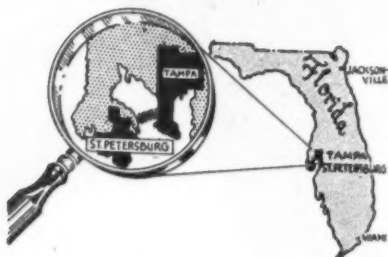
BELL TELEPHONE SYSTEM



OCTOBER 15, 1944

[35]

The Mystery of the MISSING 40%



If your sales manager wonders why he isn't getting full value from the rich Tampa-St. Petersburg market, maybe it's because your advertising schedule does not include St. Petersburg newspapers. St. Petersburg represents 40% of the income and retail sales of the Tampa-St. Petersburg market. Yet no Tampa newspaper has as much as 300 average daily circulation in St. Petersburg. Work both sides of Tampa Bay. Use St. Petersburg newspapers, too.

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have to be printed. This was designed to hold all of the required information. We have printed 100,000 of these and they are on the shelf ready for use. Printed, too, and ready for instant use are 10,000 sets of the Government inventory and summary forms to be employed by Studebaker and its sub-contractors.

"Efforts are being made to line up extra typewriters, calculating machines, adding machines, ditto machines and so on in order that they may be ready when the word is given to check Studebaker inventories and those of its sub-contractors. The purpose is speed; that our plants may not remain idle one day longer than necessary and that our people may remain in gainful employment.

"The manufacturer, having compiled the inventory, must summarize his claim on the mandatory forms, including administrative overhead, profits, and post-termination expenses. Only after the complete claim has been presented to the contracting office can the process of settling begin. Then, before the claim can be paid in full and the property finally removed, the contracting officer and his representatives must have approved the disposal of each item of inventory and the propriety of each item of expense and profit."

It is likely that numerous manufacturers, Mr. Johnson explained further, especially where they have been working on comparatively large contracts with thin financial backing, will stand in need of immediate cash. Under war's pressure many have been skating on thin ice; thinner, anyway, than would hold them up in peace times. These may need money prior to the final settlement of their claims.

On top of that there are, no doubt, others who will need to get the war materiel moved out quickly to give them room and facilities for reconverting to civilian manufacture. This means that they will want immediate storage facilities or shipping instructions. Final settlements may be delayed. The amount of detail necessary is indicated by a "sample estimated claim" put through by Studebaker for practice and to determine the mechanics necessary for the job. Results: *More than 200 decisions had to be arrived at.*

A Push-Button Won't Work!

Consider then that Studebaker Automotive Division is doing business with 400 sub-contractors, and that these have up to three or four tiers of sub-contractors doing business with them, and that all must come to termination settlements, and see what you have. It is estimated that to clear one prime contract only as many as 10,000 decisions may have to be reached by the contractor and the contracting office.

Thus when V-Day arrives, to set the Government's house in order and free manufacturers for civilian work will require millions of decisions. Nor will the answers come out by the push of a button or the pull of a lever.

It has been estimated that a large proportion of the war contracts, possibly 80% of them, especially where they are strictly of military nature, will end with materials on hand, good for nothing but scrap. Where millions on millions of dollars' worth of equipment hang in the balance hurried decisions with lack of investigation could easily cost the taxpayers heavily. So the morning after peace we shall not be able to sweep everything left over out into the alley and call it a day.

"If all of these decisions are attempted after mass terminations," said Mr. Johnson, "it is inconceivable that sufficient responsible and experienced people can be provided either by the prime contractors or the services to reach all of the necessary decisions within a reasonable time.

"When we realize that these settlements must be rapid and that this vast number of decisions must be made without delay, it becomes all the more

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PEORIA NEWSPAPERS, INC., AGENT

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Henry



Henry whistles his way from the People's Quality Market on Main Street every afternoon. Expertly—he parks his wheel at curbstones in front of trim houses, and hurries to kitchen doors. Up High Street—down Elm. All around the town Henry pedals groceries with cheer.

In this town Henry is not just "the grocer's boy." He is a fellow-citizen. "Hi, Henry" is the greeting wherever he goes. Some day he will own the grocery store and maybe the bank, too. For he can rise in life as far as his personal initiative and ambition will drive him. He is typical of American boys in many thousands of towns and smaller cities like this one. The people who know Henry understand and appreciate the importance of democracy for him—and for them.

These are the towns in which **PATHFINDER** subscribers live—and the people for whom it is published. This crisp, lively magazine spotlights significant and pertinent news of the week—and mirrors their own sound ideas of the American way. It comes from Washington—modern as the minute, attractive editorially and visually. It is well-read by both men and women—a family news magazine.

PATHFINDER is being used by national advertisers to take their sales messages direct to the wide-awake, prosperous Americans who live along Main Street and its tributaries. That's where more than half the retail stores are located—and where a big part of national income is spent.

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GRAHAM PATTERSON,
Publisher



STARTS PEOPLE THINKING

Taking the Lid Off South America

A frank report on conditions in South America which have been obscured by dictatorial censorship of news was recently published by The Christian Science Monitor in a series of articles. These were based on findings brought back by Monitor correspondent Roland Hall Sharp, after six months of travel. Many of the facts uncovered were startling and thought provoking.



A Close-up Picture of the War

From Monitor Bureaus in London and Washington, from Monitor correspondents in Moscow, Cairo, Chungking, and the war fronts, there comes a well-rounded, close-up picture of the global war. These keen on-the-spot observations set Monitor readers thinking.



STARTS PEOPLE BUYING

Department Stores Know

The presence of 808 department stores and over 14,000 other retailers in the advertising columns of the Monitor certainly indicates that this newspaper starts people buying. Mr. Manufacturer—that's a good point to remember when you make postwar promotion plans.



Building Postwar Markets

On June 3 AVIATION CORPORATION OF AMERICA inaugurated a series of 4-color advertisements in the Monitor's Weekly Magazine Section to get a jump on postwar competition. Many of the nation's top industries are using the Monitor for cultivating a strong postwar position. Our nearest office will gladly give you further information.



THE CHRISTIAN SCIENCE MONITOR

General de Gaulle Praises U. S. Assistance to France

Heavy Attack on Caen;

AN INTERNATIONAL DAILY NEWSPAPER

Published by
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Kansas City San Francisco Los Angeles Seattle
London Geneva Sydney

apparent that means must be provided to reach a majority or at least the most important of them *prior* to mass termination. Methods must be established for the predetermination of certain factors involved in the final settlements."

Studebaker, working with this idea in mind, recently presented to the Chicago Ordnance District an estimated claim covering an anticipated termination of one of its war contracts. In fact, the company has not even been advised that the contract will be terminated. It is simply anticipating. The extended dollar amounts are, of course, fictitious since based on estimated quantities.

Must Examine Five Factors

In presenting the claim, Studebaker asked that an examination be made now of the following factors:

Materials disposal recommendations.

Factory overhead percentages applied to direct labor to arrive at overhead costs.

Administrative percentage applied to total cost.

Profit percentage applied to total cost.

The propriety of items of post-termination expense.

The idea in this is to determine if the *method* used in preparing this claim is satisfactory; in other words, to arrive at the solution of all details, if possible, except for the audit of quantities. Purpose: to reduce the lay-off time of Studebaker employees to an absolute minimum. The plan is not to settle the claim *now* but to clear every possible question away to expedite the final settlement. The time consumed in the settlement will, it is realized, be long, possibly too long, even if most of the wrinkles are ironed out in advance, because there will be of necessity a heavy burden of decisions to be faced by both sides.

The inventory listed in the above "sample claim," for example, has been divided into these four categories:

1. Materials, parts and sub-assemblies which have no further use either for military or civilian purposes and which should be scrapped.

2. Items which the contractor will agree to buy at 75% of cost or better.

3. Items which the contractor will agree to buy at less than 75% of cost. (The percentage of cost offered and the reason for the offer shown in each case.)

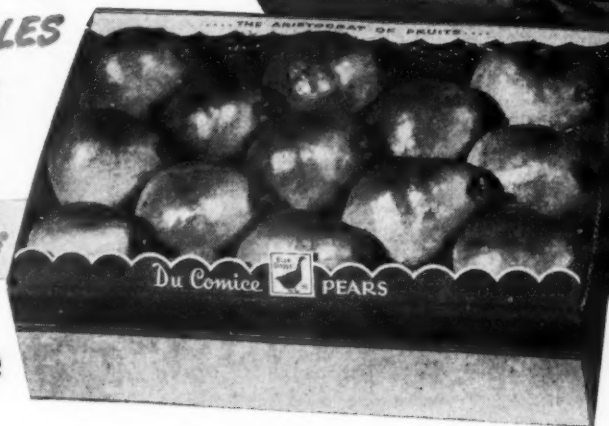
4. Items which the contractor recommends be taken over by the Government for future disposal in an orderly manner. These items apparently have more than scrap value but are of no use to the contractor.

SALES MANAGEMENT

NO GIFT WORRIES

for me this Christmas!

**I'M GIVING
DU COMICE PEARS
TO MY CUSTOMERS, EMPLOYEES
AND BUSINESS ASSOCIATES
THE SHIPPER HANDLES
ALL THE DETAILS**



\$2.95
Delivered
in U.S.A.

**A gift that's unusual, distinctive
and in perfect taste**

Yes, rare fruit is a taste-treat that appeals to everyone. And in the Blue Goose Gift Box you get that rarest of all pears, the Doyenne du Comice. This variety, although raised in only limited quantities, has a world-wide reputation as the aristocrat of all fine fruit.

The Gift Box shown here contains from 10 to 14 of these huge, golden-skinned beauties—so creamy, luscious and full of juice that they're known as "the pears you can eat with a spoon." Selected, packed, shipped and guaranteed by a firm with a lifetime of experience, Blue Goose Du Comice make a gift you'll be proud to send—

one that will be really appreciated by all who receive it.

This package and the others illustrated here are *quality* gifts, individually packed on order, and attractively put up in deluxe holiday containers with no advertising of any kind enclosed. Each shipment is sent by prepaid express anywhere within the United States as a *personal* good will remembrance from you to the recipient, with safe arrival guaranteed.

Lack of space prevents giving further details but if you desire more information, a fully descriptive brochure will be airmailed immediately on request.

If you want more Elaborate Gifts



Beautiful Fruit Basket: This snow-white basket, bountifully packed with the finest quality fruit and other delicacies, makes a truly dazzling gift. Sent prepaid express to the recipient's door.

\$8.95
DEL'VD

Aromatic Yuletide Cluster: This lovely door hanger of fragrant fir boughs and giant pine cones measures almost 33" by 18", is brightened with ribbon and a tiny cow bell. Guaranteed to stay fresh and green throughout Holidays.

\$4.95
DEL'VD



PACKED BY THE DISTRIBUTORS OF FAMOUS BLUE GOOSE QUALITY FRUITS AND VEGETABLES

IT'S EASY TO ORDER

One List—One Check We do the Rest

1. Send your list regular or airmail to the address shown below with the following information:
 - (a) Name and complete address of each gift box recipient.
 - (b) Kind of gift package to be sent each person on your list, together with approximate arrival date desired.
 - (c) Name of individual or firm to appear on greeting cards which are enclosed in gift boxes. (If you prefer to have your own personal cards used, please include these with your order.)
2. Attach to your list a check or money order, payable to American Fruit Growers Inc., for total amount of entire order. Sorry, no COD's and no shipments outside U. S.
3. You will receive an immediate acknowledgment of your order, and, as each gift box is shipped, the recipient is sent a card advising him he is to receive a package from you.
4. An unconditional, money-back guarantee stands behind every Blue Goose Gift Package.

American Fruit Growers Inc., Medford, Oregon, Dept. S-1.

After the decisions have been reached in regard to the above items the next step will be to determine which of them will be shipped to Government warehouses. Predetermination of their values is decided to speed up the final settlement. In the broadest sense, it is believed, it might be possible to predetermine everything involved except quantity. First-tier sub-contractors are asked by Studebaker to present, at the earliest moment possible, estimated claims in this same manner.

Sub-contractors have been told by

Studebaker that if they will proceed along these lines they may even solve their immediate financial problems. Based upon estimates of claims a company may, though it is not mandatory, receive up to 90% of the money involved in its claim. In many instances this might be important money during the time of conversion, purchasing raw materials, and getting back into civilian manufacture. It is conceivable that certain companies, unless they can get such moneys, might find themselves financially crippled.

Since the estimates of the sub-con-

tractor's claim upon which the partial payment will be granted must be certified by the prime contractor, it is plain that the latter must get the estimates from the former. Estimates submitted by the predetermination method may thus furnish the required information quickly after Victory.

This could mean a visible shortening of the unemployment period and so be a factor in stabilizing the industrial economy of the country more quickly after Victory. It could help to hold organizations together.

Roughly speaking, basing its guess on work already done, Studebaker estimates that possibly one-third of the Nation's manufacturers of wartime materiel are well prepared for termination; another third haven't done anything about it although they know what it is about and what they'll have to do; the final third, busy with their own affairs, have paid no attention to the problem at all and know nothing about what will face them sharply and suddenly some day.

"Pass-the-Word" Procedure

Specialists from Studebaker's Contract Termination Division have made direct field contact with every one of the company's sub-contractors at least once and have visited some of them twice. This is speaking of "first tier" sub-contractors. The sub-contractors are asked to pass the word on to their sub-contractors and so *ad infinitum*.

When a specialist goes out into the field he carries a letter from the purchasing agent for Studebaker to the sales manager of the company to be visited. The procedure is then for the sales manager to take him to the man who does the job and introduce him. This clears the road for cooperation, understanding and immediate action.

It was estimated in August that there were then 53,170,000 men and women actively employed in the civilian labor army of the United States. Of these 18,440,000 were women, an all-time peak. Already, with Europe casting its shadow before it, there has begun a slackening off.

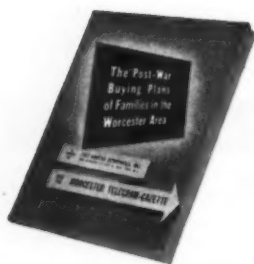
If too many manufacturers are idle for too long a time, national buying power could take a slump and the hoped-for post-war prosperity might get a serious set-back. The Studebaker field work may go a long way toward solving the problem.

You can tell exactly what post war alterations are planned by--



WORCESTER'S 47.9% OF HOME OWNING FAMILIES

(Fact Finders Associates, Inc. Survey)



Of Worcester's home owning families, 43.4% will paint their houses, 10.3% will insulate, 7.6% will reroof, 43.3% will redecorate. Arm yourself with scores of such facts found in this book "The Post-War Buying Plans of Families in the Worcester Area" from a survey

by Fact Finders Associates, Inc.—an outstanding and comprehensive study of Central New England's ace market.

Blanket coverage of this market is available with the Telegram-Gazette's circulation: over 130,000 Daily, over 80,000 Sunday. City Zone Population: 235,125. City and Retail Trading Zones: 440,770.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

YOU WANT MEN WHO CAN SELL

And I want to sell for an organization that has a good name and a good line. I now earn a salary of \$5100, but feel I could eventually better that selling on commission. I believe I have the background and ability you want. Won't you write me at Box 2036, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT



ESPIE WAR and its attendant worries, the Azalea still blooms in the Southland. Because through war or peace, Southerners cherish their gardens—for beauty, for morale, for healthful recreation . . . and because beautiful gardens are part and parcel of the Southern tradition. Busy as they are with war work, these homeloving Southerners are still growing some of the loveliest gardens in the world, and today, they are supplementing them with thousands of victory

gardens. Long sunshiny seasons, rich soil and mild winters make gardening a year 'round activity in the South. In no other section of the country is there as long a market or as big a market for flowers and vegetables seeds, for nursery supplies, for every kind of lawn and garden tool. Your Southern market is a natural market—a tremendously rich market—a market the advertiser cannot afford to overlook. Sales, immediate and postwar, await the advertiser who reaches that market now, and the best way to reach it is through Holland's—the magazine of today's New South.

THE *Azalea* STILL BLOOMS



....and why **Holland's?**

Because Holland's was born and bred in the South—it knows the Southerner is ready for rose planting information long before the frozen ground of the North is thawed out. It gives tips on tulip planting when it's tulip planting time in the South. Yes, editorially, Holland's alone fits the South's growing seasons—is keyed to the necessities of its climate, its soil, and its people. That is why leading nurseries and seed houses choose Holland's to reach their market because year after year advertising returns bring conclusive proof that Holland's gets results. That is why America's largest mail order nursery has found that Holland's gives the lowest advertising cost per dollar of return of any paper in America!*

*Name and data on request.

Holland's

The Magazine of the **NEW South**

52 VANDERBILT AVENUE, NEW YORK . . . 75 EAST WACKER DRIVE, CHICAGO . . . 205 GLOBE DEMOCRAT BUILDING, ST. LOUIS
West Coast Representative: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO GARFIELD BUILDING, LOS ANGELES

★ **DALLAS, TEXAS** ★



It is now safe to record that the djinn of hay-fever has been stuffed back into his evil bottle and securely stoppered for another ten months.

Not the least of the torment hay-feverites have to put up with is the "expert" who writes about it in a feature-article, usually with such corny locutions as: "Id feels like a code id da head." The "expert," you know at once, never had the affliction, and writes accordingly.

Bob Graham says the worst thing about doing nothing is that you can't stop and rest. He also offers a slogan for Wearever aluminum: "Do your post-war panning now."

Wishful thinkers, who had the war in the bag and the string tied, are revising their estimates as we go to press.

Allan Hovey had trouble figuring this statement about used cars in an advertising contemporary: "Ceiling-prices increased sales but halted buying." Sorry, Allan; I can't unscramble that one either.

"When Horace Greeley was pilloried as a tool of powerful interests, the famous editor retorted: 'Keep my wife's name out of this'."—*Everybody's Weekly*.

One of my favorite scribblers, Westbrook Pegler, has broken with Scripps-Howard, is syndicating through King Features (Hearst). If I read the item correctly, Peg was too vital and vitriolic for owner Roy Howard. (Aside to Mr. Howard: "You'll be sor-ree!")

Before we get deep into post-war packaging, let me say this again: Go back to the screw-top closures of our grandmother's day, and stop fiddling around with patented tops. We men weary of being called to the kitchen to try our luck . . . and our tempers.

Something new has been added at the British Broadcasting Company. Just before deep-throated Big Ben bongos the quarter-hour, chimes play a series of three notes. Recently, I

thought I had the answer. I went over to the Chickering and struck these notes in unison with the chimes: B-B-C, B-B-C, B-B-C. That was it! You'd have trouble finding NBC or CBS on the pianoforte.

Roy Van Hook sends a dandy slogan (and a serious one) for the International Correspondence Schools: "We'll put you in a class by yourself." Are you listening, Paul Barrett?

Walter Winchell wasn't for letting his sponsor, the Andrew Jergens Co., forget how valuable he is on that Sunday-night program. When he went on vacation this past Summer, three (count 'em) three announcers were engaged to pinch-hit: Fulton Oursler, Louella Parsons, and Quentin Reynolds. Nice showmanship, Walter!

Jim Gallagher says it is whispered around that Adolph Hitler is readying a sequel to "Mein Kamp," and that it won't be a bibliobust. The title: "Why We Behave Like Inhuman Beings."

Gilbert Whiteley, ad mgr. of *Grit*, the national news-weekly published in Williamsport, Pa., tells me that a timid soul, signing himself "I. N. Cognito," has offered a slogan of some merit, in which I concur: "You need *Grit*!"

Early writers on television are using the Latin word "video," which, I predict, will bite the dust before television really gets going. It's too up-stage, capable of too many pronunciations.

Of all the weekly news-letters, I think I like that sent by the *American Magazine* best. It doesn't tell me about the current market for Sheep Dip, Tasmanian Hides, or Synthetic Embalming-Fluid.

Nelson Peabody, advertising director of *The Open Road for Boys*, writes me that, after having his 14-year-old daughter take golf-lessons for a week, he took her out for her first game. When she came in, a friend asked her how she liked it. Her reply: "You walk around and get corns, then you miss the ball." Her dad asks if that isn't pretty true of life itself.

Not all the good ad-headlines are limited to four or five words. Witness: "The English Horn isn't English, and isn't a Horn . . . but its plaintive, moody voice is a musical experience if you listen with a Scott!"

With all our mechanical genius, I venture to say that Americans, by and large, are the world's worst automobile-drivers. When we change gears, it usually sounds like a boy dragging a stick along a picket-fence.

That Dorothy Kilgallen's a bright one. After the much-publicized brawl at a Hollywood party given by Tommy Dorsey, the bandsman, in which he hung a neat one on movie-actor Jon Hall, Dorothy said Tommy's new theme-song was: "Swingin' On A Star."

This, too, was a cutie in *The New Yorker*: "Maine, conscious of its paradisiacal quality, doggedly advertises its 'unspoiled wilderness,' presumably in the hope that millions will shortly arrive to cry in it."

To keep the pot boiling and the smokestacks smoking, "Red" Motley says America will need 10,000,000 salesmen after the brawl is over. He estimates that we now have around 4,000,000, some of whom aren't too hot. Gosh, that ought to take care of most of the returning servicemen right there; unless, of course, they are tired of fighting.

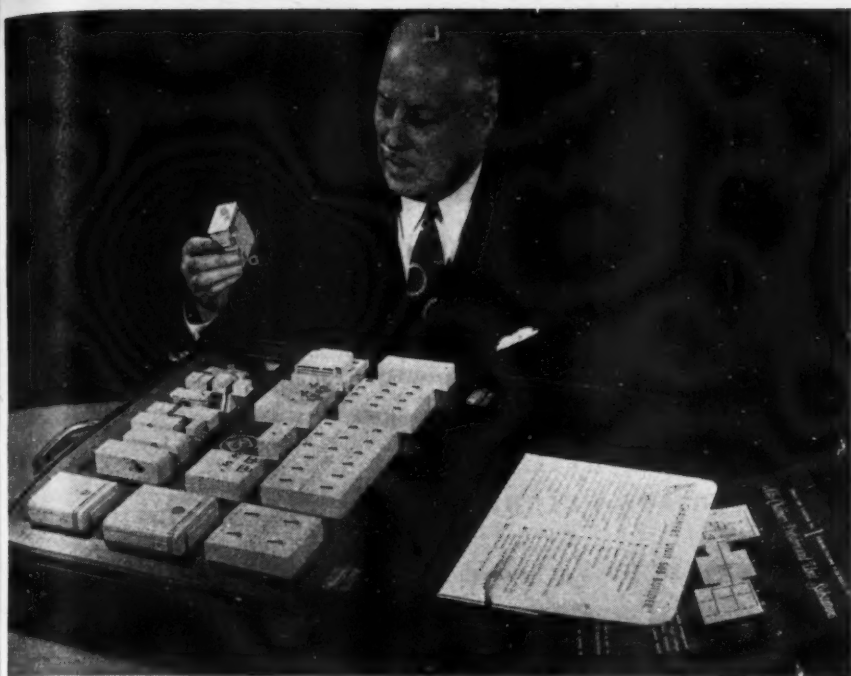
For my hyphen-complex, I have often been called "T. Hyphen Thompson." Sometimes, though, I have been able to justify this fetish. Take that Schlitz headline: "A good night kiss." It is a nice play-on-words, since Schlitz is advertised as just the *kiss* of the hops. I would have written it: "A good night-kiss," since the ad is talking about a glass of beer just before going to bed.

W. B. McGill, ad mgr. of Westinghouse Radio Stations, Inc., sends word that he likes my new name for the stinking Delaware River: The "Smell-aware." He offers a companion-name for one of its equally foul tributaries, the Schuylkill: The "Skunkill." I like that, too, Mac.

In a little ad, Ralph Neave was offering the services of a 29-year-old copywriter-contact man. A typo made it come out as "29 ears, 4F." Allan Hovey thinks a man with 29 ears would be 4F.

T. HARRY THOMPSON

SALES MANAGEMENT



Engineers and sales executives just can't keep their hands away from these toy-like miniatures of Allis-Chalmers' unit substations. Each salesman carries a special kit of the tiny models, scaled at one-half inch to one foot. To help him in his presentation of a plan, a code letter is stamped on each model and also on its position in the case. An index on the underside of the cover lists the name and capacity of each item after the code letter.

Models Prove Practical Sales Aid For Power Distribution Equipment

When wartime restrictions made it impossible to obtain installation photographs of unit substations, Allis-Chalmers hit upon the "little theater" idea, using miniatures. From this idea grew a new merchandising program for A-C's "packaged" power step-down unit.

BY GEORGE J. CALLOS

Manager, Advertising and Public Relations Dept.
Allis-Chalmers Mfg. Co.
Milwaukee

EVERYONE connected with sales is familiar with the "show me" attitude adopted by prospective customers when confronted with a new product or a new form of a familiar product.

Members of the Allis-Chalmers sales organization recently were faced with a serious lack of visual material in planning a sales campaign for the company's new streamlined power distribution equipment, known technically as unit substations.

The problem was doubly difficult in that the idea of the load center unit substation had to be sold, as well as the equipment itself.

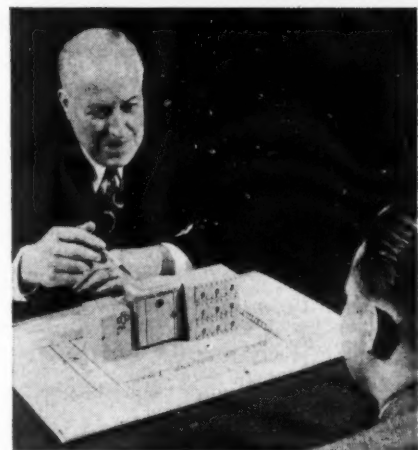
First, perhaps, the sales story of the unit substation should be told:

Briefly, substations step down high voltages from power transmission lines to voltages usable within manufacturing plant limits. Traditional

substations generally were tailor-made to fit the needs of the particular plant and required time for special designing and for purchase of separate pieces of equipment from numerous sources.

This piecemeal construction usually resulted in an unsightly and dangerous installation which, necessarily, was hidden away out in the plant yard, even though this meant loss in power because the station often was located at a great distance from the machinery it was to serve.

Allis-Chalmers unit substations consist of essentially the same equipment, but integrated, standardized, and metal-enclosed for safety, so that it can be sold "in a package," delivered quickly, and installed right in the factory at the heart of the power load—among other things saving a great deal of copper wire, a critical war material.



A special slide rule speeds the job of calculating the proper sizes for circuit breakers, and enables the sales engineer to outline his plan to prospects quicker.

NATIONAL ASSOCIATION OF HOME BUILDERS

NEWS, EVENTS AND ACTIVITIES

to appear Monthly in

AMERICAN BUILDER

**SPECIAL NAHB SECTION, "BUILDERS' NEWS REVIEW",
WILL BE BOUND INTO EACH ISSUE, STARTING OCTOBER**

THE NATIONAL ASSOCIATION OF HOME BUILDERS has selected American Builder as the logical means of reporting news of its activities to the professional Builders of America who have a natural interest in the Association's program.

A SPECIAL AMERICAN BUILDER EDITOR will work in Washington, cooperating with NAHB's Executive VP, Frank W. Cortright, in preparing "Builders' News Review". Through this cooperation with NAHB, American Builder's broad coverage of news and events in the home building field will be greatly expanded.

NEW VOICE HEARD IN BUILDING INDUSTRY

In the space of two years, the National Association of Home Builders has grown from a membership of less than five hundred into a vigorous national organization of more than five thousand. Its Washington headquarters has fought continuously, and almost single-handedly, for the interests of private Builders. As a result of its labors, private Builders have had an opportunity to contribute mightily to the vast war housing program. The NAHB is in a position to provide real leadership for America's Builders and building interests in the crucial conversion period ahead.

AMERICAN BUILDER'S EDITORIAL POLICY REMAINS UNCHANGED

This improved service to readers does not alter in any way the independent editorial policy which has characterized American Builder for 65 years:

To provide an unbiased clearing house for practical ideas that help building professionals plan, construct, buy and sell . . . more efficiently, more profitably.

The lively interest our readers will take in this new editorial feature should enhance the opportunities for manufacturers of building materials and equipment to interest American Builder's audience in news of their products and services.

But how to convince the prospective customer that a unit substation to be located inside his plant in the center of his power load would be superior to the old familiar type of outdoor installation?

He could, of course, be told about the flexibility of the new unit, its safety, its numerous other desirable features, but how about showing him the appearance of a typical installation?

Pictures, naturally. But wartime restrictions made it almost impossible to get into some plants where outstanding representative installations were located.

The "Model" Idea Is Born

So the idea of using models was hit upon.

The toylike miniatures, scaled at one-half inch to one foot, were first used as illustrations for advertising. Then it was discovered that engineers and sales executives could not keep their hands off the models. It was the old story of "Dad" playing with the toy he bought "Junior" for Christmas. This being true, it was reasonable to conclude that prospective buyers of unit substations would find the same attraction in the small replicas.

Thus the model program began to expand.

Additional sets were ordered so that each Allis-Chalmers district office could have a full kit of them to work out any of the many combinations necessary to meet the various unit substation needs.

While these were being made, the engineers of the department designing and building the substations helped members of the advertising department to simplify engineering problems to least common denominators so that they could be set down in a check-list and brochure for the sales engineers, and a compact carrying case was designed so that the salesmen could handle it in a busy prospect's office without appearing awkward or cluttering up the place with cumbersome equipment.

The completed package which was sent out to the various district offices contained the following elements:

1. Scale models of 28 of the items of electrical equipment which can go into an Allis-Chalmers prefabricated substation unit, with as many as four duplicates of equipment which sometimes are used in multiple. A system of dowelling made it possible to attach and detach the smaller high voltage gear which in actual practice is bolted to the transformers.

2. The carrying case in which the

"Department Stores will always buy and sell names as well as merchandise . . ."

. . . Says an Advertising Manager
commenting on pre-postwar selling



Your product may be tops—but if a better-known competitor has something equally good to offer the department stores, you'll have to go and sell some other type of outlet . . . and miss volume sales possible in the largest of markets.

Any department store advertising manager will confirm this fact. He will tell you, as he tells his associates, that he gets maximum results with names that are well and favorably known, names that he believes in like International in shoes and Arrow in men's furnishings, for instance.

Who cares about the advertising manager? Anybody who wants to sell—and keep selling—department stores, today, or in the big postwar years. You see he's an important member of the team you have to sell, which includes the buyer, the merchandise manager, general manager, store head—and often others like the display manager or training director.

Yes, it's a big job—selling to department stores, but that extraordinary volume is worth going after, isn't it?

So—for today's selling or tomorrow's, it's time to put your name and story before the 6,900 buying teams in the department store market through the potent advertising pages of *Department Store Economist*, the paper edited for and read by key buyers and other members of the "executive staff"—the magazine that can build your name, and your sales chances, with the people who make the important decisions you seek.

DEPARTMENT STORE ECONOMIST

A CHILTON PUBLICATION
CCA

100 EAST 42d STREET, NEW YORK 17, N. Y. • 56th and Chestnut Streets, PHILADELPHIA 39, PA.; 29 East Madison Street, CHICAGO 2, ILL.; 1836 Euclid Avenue, CLEVELAND 15, OHIO; 10 High Street, BOSTON 10, MASS.; WEST COAST: Simpson Reilly, Ltd., Garfield Building, LOS ANGELES 14, CAL.; Russ Building, SAN FRANCISCO 4, CAL.

OCTOBER 15, 1944

[47]

larger models lie in compartments and the dowelled models are plugged into holes in a flat panel. A code letter is stamped on each model and also on its position in the case, to avoid necessity of fumbling while giving a demonstration. In addition, an index on the underside of the cover lists the name and capacity of each item after the code letter.

3. A set of single line diagrams on which "electrical shorthand" is so arranged that, after noting the particular substation problem, the sales engineer can assemble a three-dimen-

sional substation by placing the right model over the right diagram element. Coding makes this simple, rapid, and dramatic. The prospect can see his substation appear almost instantaneously before his eyes, and, at the same time, the salesman can demonstrate the extreme flexibility of the prefabricated substation, one of the major selling points in its favor.

4. A layout pad ruled to the same scale as the models. On this the sales engineer can sketch in the plant area surrounding the power distribution unit, and the customer can see the all-

important relation of the unit substation to the surrounding manufacturing operations.

5. A slide rule which reduces circuit breaker selection, formerly a long and tedious calculation job, to a simple and rapid operation.

6. The check-list in which all unit substation planning factors are organized in their simplest possible form.

7. A plan book instructing the sales engineer in handling the entire model merchandising program. Formerly the selling and planning of unit substations was a time-consuming job which required a lot of thought, and the advantage of the new selling plan is illustrated dramatically on the cover of the plan book—a store mannequin's head with hair sanded off has painted on it, as on a phrenologist's chart, the various categories in planning substations. The book is titled, "Get a Load Off Your Mind."

Advertising Promotes Idea

An advertising campaign also was developed, scheduled to break at the time the district offices received the model kits. Double-page bleed ads took full advantage of the appeal of the miniatures by using large pictures of men solving power distribution problems with the models.

Advertising department representatives and the sales engineers who were familiar with the model program visited some of the key district offices and demonstrated the sets before they were distributed widespread. They were received enthusiastically, and since then other offices have expressed the appreciation of their sales engineers for the way in which the models simplified their job.

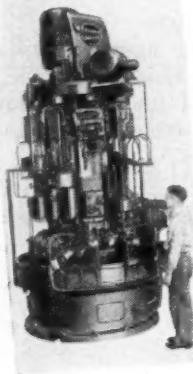
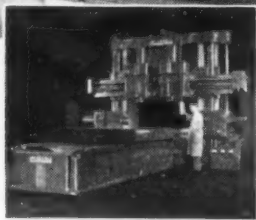
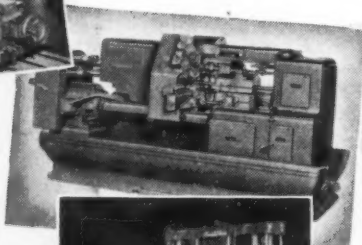
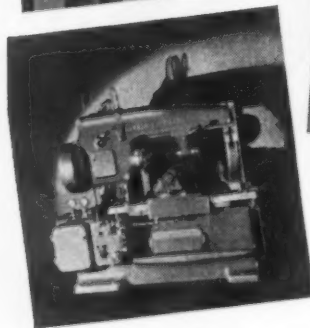
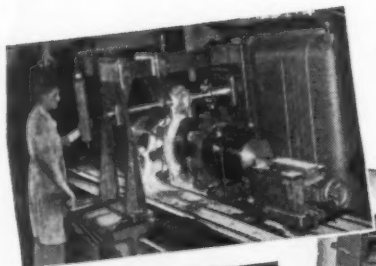
Prospective factory builders and those planning to remodel their plants have asked for the assistance of the models in planning their layouts. Plant architects and power engineers have shown interest in them. These inquiries have furnished excellent opportunities for the district offices.

The program has been so successful, in fact, that Allis-Chalmers is planning to apply its basic principle to several other sales campaigns.

Reconversion Starts with ROCKFORD-MADE *Machine Tools*

Rockford is one of the three largest machine tool manufacturing centers in the world.

Thousands of skilled workers built the machines that produced the implements of war . . . they will build the machines that produce the products of peace.



111,000 Metropolitan Population
377,854 A. B. C. City and Retail Trading Zone

AT THE TOP IN ILLINOIS

ROCKFORD

Best Test City in the Mid-West

ROCKFORD MORNING STAR
ROCKFORD REGISTER-REPUBLIC

RUTH HANNA SIMMS, PUBLISHER

MORE PULL FROM ADS

GOOD photos reach out . . . catch the eye first . . . make ads PULL better. Dramatized ideas for covers, head-lines, house-organs, posters—every promotion job. 100 new photo subjects monthly. Saves you hundreds of dollars. Top N. Y. Models. Write today for new proofs. No. 105. FREE to ad execs. No obligations. No salesmen will call.



Eye*Catchers, Inc. 10 E. 38th St. New York

SALES MANAGEMENT

ENTHUSIASM . . . WILLPOWER . . . ORGANIZATION:

Success Formula of a Star Life Insurance Salesman

Working in San Francisco, Brown C. Woodbury in one month wrote 72 applications for a total of \$601,000. No freak record this, for with Woodbury, success is a habit. He made the \$200,000 Club in 1928, made it every year since, in 1943 became its "President."

This article describes his sales philosophy and working methods.

BY
ELSA GIDLOW



That's Mr. Woodbury at the right, leaning on his golf club. With him is one of his policyholders, a leading physician in Bakersfield, Calif. Mr. Woodbury has concentrated his selling efforts on physicians and surgeons, who for many years have been almost his only clients.

know someone whom he knows from the same medical school," which obviously forms an immediate point of contact. He had a schoolboy interest in medicine which perhaps led him to like working among doctors, but he gives the main credit for this choice of clientele to his wife who was a registered nurse and who first encouraged him to make medical schools and hospitals his particular territory.

Dudley S. Bates, Nylic's superintendent of agencies in the Central Pacific Department, who knows Mr. Woodbury well, says of his success that "he did it the hard way." "The only

personal privilege that favored him," says Mr. Bates, "was the splendid counsel and understanding of Mrs. Woodbury." A man who has that advantage, of course, has quite a good deal, but not all men know how to benefit from a good wife. We would say he has one other important asset: He doesn't want money or success for their own sake but he wants to realize a lifelong dream—to buy a cattle ranch and raise thoroughbred stock.

At Iowa State College, from which he graduated with a B.S. degree, he majored in animal husbandry, which may seem like an odd preparation for life insurance salesmanship. But the dream of the ranch must have contributed its quota to the *enthusiasm* which he places first among his three essentials for successful selling, the other two being *will power* and *organization*. The first two probably come under the head of character, the third under technique, but they add up to hard work consistently maintained, which is what nearly everyone finds difficult, particularly when he's his own boss—as the salesman is in the last analysis.

Taking *enthusiasm* first, Mr. Woodbury says: "If you don't get excited when you tell your story to your prospect, if you don't find yourself talking a little bit faster and your breath coming a little bit quicker, and if you don't come away from your interview feeling as if you had had a little something taken out of you, then, you shouldn't be trying to sell. There's something about selling a policy that is like hooking a big fish, or knocking a home run, or making a grand slam at bridge. It gives you that indescribable thrill. I have come away from many an interview, entered my car and found myself still keyed up and racing along as if I were going to a fire." That's enthusiasm.

About *willpower*: Mr. Woodbury says that no one can tell him anything about those stolen picture shows or

BROWN C. Woodbury of San Francisco is at this moment the favorite salesman of the New York Life Insurance Co. He achieved what is described as "one of the greatest production records in the history of Nylic" when in May he wrote "the remarkable total of 72 applications for \$601,000 during the month." In March of this year Mr. Woodbury announced that he intended to write more than \$500,000 during the ensuing three months. He did—he wrote 50% more than that amount.

That's the current picture. Go back eighteen years to December of 1926 and the picture will show a poor, blue and discouraged young man who couldn't enjoy Christmas because after 25 days with Nylic he had not sold a single policy "and it looked as though I never would." He worked hard all through 1927—"and sold less than \$100,000," he confesses. "The second year showed very little improvement."

Midway in 1928 he paused to take stock of the situation, or, as he expresses it, "began to analyze just what was in the life insurance contract I was selling." He realized, he said, that he had "something exceptional to sell—my enthusiasm was finally aroused." That is an interesting confession; and probably the reason why Mr. Woodbury lists as his three essentials for a successful sales-producer, "enthusiasm, will power, and organization." In that year he made the \$200,000 Club, the company's "Top Club" of insurance salesmen, and he has been in it ever since. In 1943 he became its president.

About that time Mr. Woodbury realized the importance of concentration of effort. He began to work towards exclusively serving men in one profession—physicians and surgeons who for many years have been almost his only clients and prospects. Through this personal version of selective selling he has turned "a big territory into a small town," for doctors know one another. "If I meet a doctor, I always



"Shhh! He's trying to figure out how the Buffalo Evening News is running more ads and still using less paper!"*

* You won't find the answer in logarithms. But if you look closely through the News, you'll notice we are limiting national advertisers to 1000-line ads until the paper shortage is over. (And we're afraid it hurts us more than it does them!) But the best part is we're giving more advertisers a chance to reach the 250,000 Western New York families who make the News a daily habit. We owe a lot to our advertisers. In 1943, they placed a greater total of advertising lineage in the Buffalo Evening News than any other daily in the state. They know it's the big paper in a big market!

ball games in the afternoons, or dawdling at the office, or lingering over a good lunch. "I've done them all and it took a lot of will power on my part to break myself of such habits." He was helped by Calvin Coolidge's remark about bringing ourselves to make it a habit to do the things that we would rather not do. "That state of mind is one of the biggest things in life."

Mr. Woodbury has worked out a technique for not wasting time. Some years ago he moved his desk and office equipment to his home. He has a secretary who takes up routine details with the branch office. Except for an occasional early-morning visit, he rarely visits the office, but when he leaves home he gets right to work on contacts. He eats lunch about eleven so as to have the ordinary lunch hour ("That's my best time.") for work. He keeps on going with his contacts until late afternoon. This routine "has gotten to be a habit, I think nothing of it—it doesn't take very much will power to keep doing it."

The Third Cog

Given enthusiasm and the ability to discipline oneself until self-discipline becomes easy, the one big thing necessary to successful achievement is organization, Mr. Woodbury, master organizer, has found. There are salesmen—successful ones too—who will make a tremendous effort, land something formidable, and think that justifies a fishing trip. Maybe you can do that without much planning. Mr. Woodbury gets his sensational results not on spurts and inspiration, but through a masterpiece of system.

At the start of each year he sets himself a quota. That sum he then divides by 50 which (allowing a two weeks' vacation) provides the amount of business he knows he must write each week. "Every Monday morning I start out with the idea that I must get that much business *that week*. If not, it just means I must keep going till I catch up with my quota. If I write more, that's fine. I let it go at that and start out on my regular quota next Monday." The excess, he remarks quietly, provides the excess or surplus business and a good profit by the end of the year—bringing that ranch into clearer view. "It's a game I play and it gives me a lot of fun—like playing golf against par or bogey."

Time—the salesman's raw material—is charted for calls, study, recreation, a month in advance. Sundays are used for planning the following week's work. Mr. Woodbury rarely makes evening calls, but at his office at home prepares for the next day's work, using

SALES MANAGEMENT

the dictaphone to good advantage and "turning out a lot of work for my secretary to complete the next day."

On the last Sunday of each month he draws every prospect file or card for the month to follow, breaks the calls down to weeks, and then into days. Everything is written down. "When I start out in the morning, I know just where I am going and, as a rule, I know what I am going to talk about. As I call on each prospect, I put down in my little black book just what I wish to remember about him. I never trust to my memory—I put it down."

How He Meets Clients

How does Mr. Woodbury meet his clients? "I just walk in to see them and hand them a calendar card; maybe I don't say a word, just grin at him or her. It's the best psychology I know." Once the prospect's curiosity has been aroused, he can begin. "I use a carefully planned sales talk, one which I find appeals to my particular type of prospect. While I deviate from it many times, I know it so well that I can see, while I am going through it, just what part appeals to my prospect, and I note his reaction." If the man or woman is interested, before leaving he says, "I shall send you a plan which will apply to your situation." The plan is then followed up and, if need be, followed again.

To his three essentials—enthusiasm, will power, and organization, Mr. Woodbury believes that the salesman who would not only become but continue to be a respected success and keep the confidence of clients and have his reputation go on ahead of him to new contacts, will cultivate scrupulous honesty, not only to the letter but to the spirit. It is a requisite of sound salesmanship to establish confidence. A fortunate personality can win confidence and trust but it takes more than that—it takes consistent honest practice of word and deed—to maintain confidence and trust through the years. This is particularly true in dealing with men and women who themselves subscribe to high standards of professional conduct. Basic honesty of the old-fashioned variety is the kind that will serve the salesman best, Mr. Woodbury believes; but taking this for granted, he has a number of ways of winning and maintaining the confidence and friendship of his clientele. He does all sorts of things for them, even to loaning money to finance their first policy.

Mr. Woodbury's contacts begin with the interne who is more often than not hard up. When he started out sixteen years ago to make the medical

profession his particular field, he did not begin by trying to sell the famous specialist. He went to medical schools and hospitals and got to know the men who were interning. He "grew up with them" and their policies grew up, too, through the years as they built their practices. Approaching them when they were most approachable, if least profitable, he was able to make personal friends of men who are now at the top of their professional ladder. They may start out with a \$5,000 policy. In a few years they will add \$5,000, another \$10,000, all the way up to \$35,000. Often he does not have to sell the additional amounts—his clients themselves ask for the extra coverage.

Year after year Mr. Woodbury has continued his practice of getting to know new internes. He considers it his duty to see that these younger members of the medical profession are given "a positive attitude towards the use and purpose of life insurance early in their careers." The financial backing he has tendered to some of these youngsters has rarely resulted in a loss, he says. Known these many years for his friendly services to the profession, every hospital in the San Francisco Bay area welcomes him. He sends birthday and Christmas cards to every client—personally written, never handed over to his secretary. Since the war, these cards have gone all over the world to boys in the services. Many of them write letters back. He answers all correspondence.

"Quality, Not Quantity"

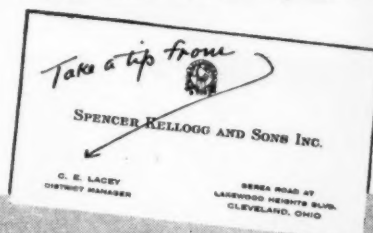
Mr. Woodbury is always proudest of a month or a year with a good total but few large cases. For instance, in 1943, he points out, "I produced a rather sizable volume with practically no large cases—one for \$35,000, two for \$25,000, two for \$20,000, but the balance mostly fives and tens, with over 317 lives written."

To write that much business in smaller sums requires organization and full utilization of time, the salesman's and the client's time. Doctors these days are starved for time, even internes. No doubt much of Mr. Woodbury's success is due to the fact that he never has been content with an achieved presentation, but continually works to improve, organize and simplify it, emphasizing the elementary principles of insurance.

Here are some typical Woodbury approaches:

In his actual selling, Mr. Woodbury does not believe in heavy argumentation, or in a lot of talking. "It's better psychology not to talk too much," he maintains. His "climax" talk, con-

"Do A Real Selling Job on the P. A."



Candid camera catches C. E. Lacey, Cleveland District Sales Manager, of SPENCER KELLOGG AND SONS INC., presenting the advantages of using Spencer Kellogg's vegetable oils to Mr. J. M. Stadter, well known General Purchasing Agent of the Glidden Company, Cleveland, Ohio.

"In most of the plants in my territory," says Mr. C. E. Lacey, Cleveland District Manager, of Spencer Kellogg and Sons Inc., "it's the Purchasing Agent who makes the all-important decisions on what company gets the order."

"So if I want the business — and believe me I do — I have learned from experience, 26 years of it, that I have just got to do a real selling job on the P.A.!"

Take a tip from this experience. In your advertising make as much effort to sell the Purchasing Agent as Mr. Lacey and other leading industrial salesmen are doing — and you'll get the business, too.

Advertising-wise, you can do the best and most economical selling job on the P.A. in PURCHASING. It's the one magazine that covers worthwhile centralized purchasing departments in industry.

For space reservations, write PURCHASING, 205 East 42nd St., New York 17, N. Y.; 333 N. Michigan Ave., Chicago 1, Ill.; Leader Building, Cleveland 14, Ohio; Duncan A. Scott & Co., West Coast Representative, Mills Building, San Francisco 4; Pershing Square Building, Los Angeles 13.



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JOHN BLAIR G.CO., REPRESENTATIVE

SALES MANAGER!

Exceptional opportunity with established, financially responsible manufacturer in the Farm Equipment field. Merchandising experience through lumber, hardware and allied implement trade channels would be helpful. Modern plant located in small Mid-West city. Excellent living conditions. Position has large post-war possibilities. You will re-organize and handle a force of 20 to 25 salesmen. You will have direct contact with owner of business. You will sell a line that is nationally known and advertised. This is not a soft executive type of job, but a HUSTLER will find it an opportunity to eventually participate in the management of the business. Write giving age, experience, qualifications, salary expected. Will arrange for selected prospects to look over plant at our expense. All inquiries confidential. Write . . . Weston-Barnett, Inc., Advertising Agency, Waterloo, Iowa.

NO USE TURNING CUSTOMERS AWAY

And yet you may be doing just that. There's a 7 billion dollar market you could encourage simply by letting these people know you'd welcome their business. For the Negro looks to his race press for guidance. Your advertising in the Negro papers can earn his confidence, good will and regular patronage. But whether your product is cosmetic, food, drink, wearable, or anything else, it will pay you to write to Interstate United Newspapers, Inc., 545 Fifth Ave., New York, for the facts on the success stories built out of reaching this great and growing market.

If You
Manufacture
and Sell
COSMETICS

densed into fifteen minutes, is devoted to explanation of the policy and what it will do for the client and his dependents; but if he makes an initial sale of a \$5,000 or a \$10,000 policy, as is usually the case, he emphasizes that "this is just a step to a complete life insurance program." From the beginning, says Mr. Woodbury, "I talk program, and sell package." Let us see how this works.

Doctor Hillery, married, with two young children, is two years out of training. He is beginning to have quite a nice practice, but his income is not high enough to justify heavy life insurance payments so far. When he hung out his shingle Mr. Woodbury sold this young practitioner a \$5,000 policy. He was not "talked into" taking it out. Over a period of time our salesman got in his educational work on the kind of insurance he sells and what it is doing for established men in the profession. "Now that you are starting out for yourself, you'll want to give your family protection," he may suggest. "Shall I send you some information on a program that will fit your situation?" Young Doctor Hillery says that he would be glad to see the material. It is immediately mailed to him, for, says Woodbury, "people remember more of what they read than of what they hear." The information is followed by a call in which anything not fully understood is explained.

One Effective Approach

One of the most effective approaches, Mr. Woodbury finds, is to tell a young doctor, a new client, how he has "programmed" another doctor, building him up from little or no insurance at the start of his career to an amount adequate to provide for his wife in the event of his death, then to look after his children; how a little later a substantial amount has been added to care for his parents; and then an additional amount to cover the education of the children. Thus, a man who started with \$10,000 may have been built up to \$15,000, then \$25,000, finally to \$35,000 over a period of years. The client is told what he and the little wife will get out of it at sixty, say, in the event that both survive; and similar technical details.

Mr. Woodbury finds that young Doctor Hillery is now "sold" on the program adopted by his senior professional colleague, but of course he cannot yet afford to follow in his footsteps. "You've taken the first step," Mr. Woodbury suggests now, two years later, "isn't it time to take the next step in the program?" He explains the advantages of this step. Usually he

comes away with, or shortly thereafter writes, a \$5,000 or \$10,000 addition to the original "package." The program is well on its way. "Growing up" in this way with the client makes sales talks in the usual sense almost unnecessary.

"Very often," Mr. Woodbury says, "when walking through a hospital I meet a doctor, and he will say, 'Better add \$10,000 to my insurance program, Woodbury.'" This has happened several times in the past week. "There is nothing spectacular about any of my cases," our star salesman says. "They are built up steadily and gradually through the years on a foundation of friendship started when the young professional man was still an interne."

The Humorous Touch

Occasionally, some amusing incident will lead to the writing of a policy, as in the case of Dr. Edna Brown (that is not her real name). Mr. Woodbury was hurrying through one of the larger San Francisco hospitals to an appointment with Dr. Hitchcock. In the corridor he met Dr. Brown, also hurrying.

"What are you doing in here!" she exclaimed, somewhat horrified. "This is the isolation ward. You'd better go and get vaccinated."

"That's right," Mr. Woodbury agreed, "I'd better get vaccinated. Will you vaccinate me—now? And since you are in the isolation ward quite a bit yourself, don't you think you ought to get life insurance?"

That encounter ended very pleasantly by Mr. Woodbury being vaccinated and Dr. Brown taking out a policy—first step or "package" in a program that is still developing.

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the right man for the right job

IF you plan to hire or rehire
IF you upgrade present employees
IF you make a complete personnel audit

the scientific use of reliable aptitude testing will enable you to

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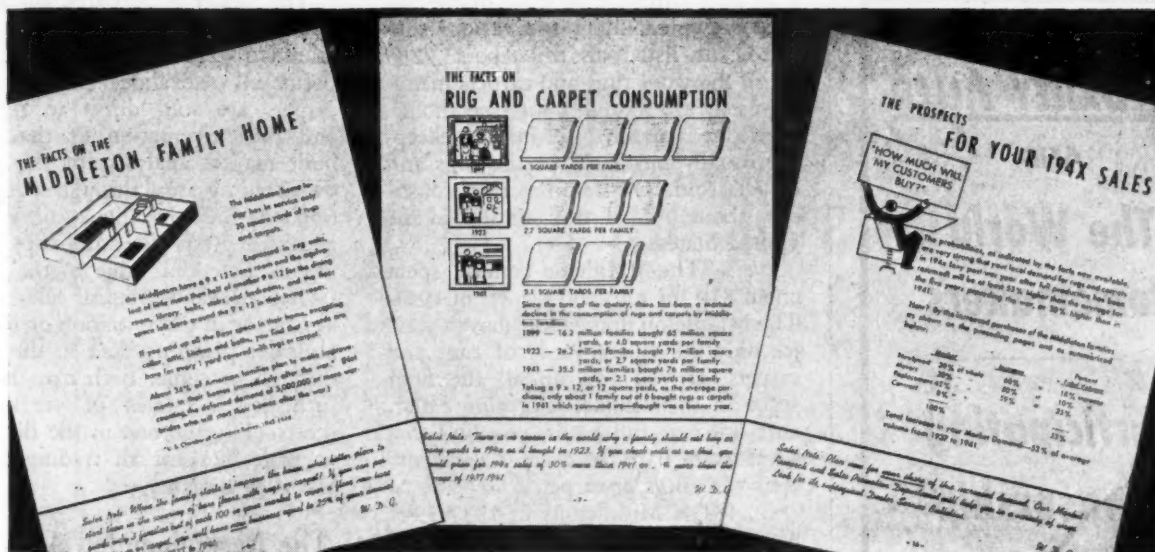
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SALES MANAGEMENT



Alexander Smith puts local markets under the microscope for dealers, focuses attention on the post-war potential.

Trading Area Analyses Help Rug Dealers Plan Post-War Promotion

Alexander Smith & Sons draft a down-to-earth post-war planning approach designed to show retailers how to prepare now to cash the huge potential for sales after V-Day. This article shows how they laid the groundwork, explains how they are following through.

BY T. HART ANDERSON, JR.
*President, Anderson, Davis & Platte
 New York City*

IN an effort to bring post-war planning for retail merchants down to a practical brass-tack basis, Alexander Smith & Sons Carpet Co., New York City, has just completed a detailed analysis of major trading areas in which each of its 12,000 dealers is provided with a quantitative and qualitative analysis of his own local market, together with a step-by-step road map for converting his potential into post-war sales.

The local market analyses are being placed in the hands of dealers through direct salesman contact. In order to provide the proper background for their use, each retailer has received a copy of a 32-page booklet which summarizes the over-all national market picture. It is called "How to Plan for Your Share of a 53% Larger Rug and Carpet Market," and, because it is the first of a series of such planning tools, it is designated "Dealer Service Bulletin No. 1." In copy and pictograph form, it offers specific facts about the size of the market and the rug-buying

habits of "The Middleton's," an average American family.

Thereafter, in Part II, it explains how dealers can analyze their own post-war markets (with the help of the local data to be provided by the Alexander Smith representative).

A detailed examination of the contents of "How to Plan for Your Share of a 53% Larger Rug and Carpet Market" reveals an approach calculated to arouse the dealer's interest to the point where he will avail himself of the materials Alexander Smith is providing.

The "53% larger market" in 194x is pictured as representing an increase in volume by types of purchaser thus:

Market	194x	
	Increase	% of Total Volume
Newlyweds (30% of whole)	60%	18%
Movers (20% of whole)	50%	10%
Replacement (42% of whole)	59%	25%
Contract (8% of whole)	?	?

Based on such data by type of purchaser, retailers are encouraged to use a "rifle" approach in their advertising, display, selling and over-all market cultivation.

The section of the booklet dealing with facts about buying habits includes tabulations on:

- Industry dollar volume pre-war
- Family income and buying power
- Family expenditures for the industry's product
- Population, number and size of average families
- The industry's market by types of purchasers
- The degree of market saturation (with emphasis on the lack of product use)
- The trend of product consumption since the turn of the century
- "Deferred" demand by types of purchaser
- Frequency and size of purchase
- Events in family life resulting in "natural" demand for rugs and carpets.
- Replacement market
- Competition for the family dollar
- Retail outlets
- Who will buy how much in 194x

All statements of fact are based on many months of research conducted by the Market Research and Sales Promotion Department under plans created and set up by the advertising agency.

IDA BAILEY ALLEN

AND

**The World
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WGN

50,000 WATTS

MON thru FRI

2:30—3 P.M.

WRITE FOR FACTS

Write or telephone WGN... In NEW YORK,
220 E. 42 St., Tel. MU 2-3033... In CHICAGO,
441 North Michigan Ave., Tel. Superior 0100

A bare sampling of some of the figures presented under the various subject-heads listed above: About 92% of all the wool rugs and carpets manufactured are bought for the home. Newlyweds about to set up housekeeping usually buy 30% of the rugs and carpets sold. (As families they constitute about 4% of the families in the United States.)

... "The Middleton Family" spent about \$10 for rugs and carpets in 1941. The Middleton home today has in service only 20 square yards of rugs and carpets. If you add up all the floor space in their home, excepting cellar, attic, kitchen and baths, you find that 4 yards are bare for every 1 yard covered with rugs or carpet.

... The Middletons in 1937-1941 bought, on the average, about 14 square yards of rugs and carpet with which to set up housekeeping. From 1937 through 1941, there were approximately 1,365,000 Middletons married each year or about 39 brides for every 1,000 families in the United States. A survey made by Curtis Publishing Co. based on census data indicates a prospective post-war increase of brides to more than 45 for every 1,000 families, or more than 1,600,000 newlyweds each year. If the newly married Sally Middletons are sold an average of 17 square yards each (instead of the pre-war 14), sales volume to newlyweds alone (which should be 30% larger or more of the total rug and carpet sales) will be 60% larger than in 1937-1941.

Part II of the book moves away from facts and "shows how." Its title: "Five Major Steps in Planning for Your Post-war Rug and Carpet Sales." "The pay-off" (says the booklet) "will come, of course, when merchandise is again available to meet the demand.* There are, however, certain things your store can do NOW in the way of advance planning which can help assure you of your share."

The five steps, each of which receives detailed explanation for the retailers' benefit, are:

1. Analyze your own market and set your goal.
2. Plan any necessary changes in the physical set-up of the department.
3. Check merchandise lines and sources against sales opportunity.
4. Plan to improve the caliber of retail selling.
5. Plan to improve the effectiveness of your advertising and promotion.

* The carpet industry is extensively converted to wartime manufacture of duck, blankets and other war material. Civilian production is only about 15% of normal peacetime levels.

The dealer is prepared for a subsequent call by the Alexander Smith salesman (Through a recent change of policy all Alexander Smith rugs and carpets are sold direct to retailers.) and the presentation of the custom-built market analysis for the dealer's own trading area, through a reproduction, in the plan book, of a typical market analysis sheet and copy explaining its potential value to the retailer.

The Alexander Smith salesman is a key factor in the initiation of individual-dealer planning, and in the follow-through to come. Each man has been furnished a series of market data sheets (like the one in the illustration on page 62) for all trading areas in his sales territory.

The Recommended Approach

The approach recommended, as outlined in a special bulletin accompanying each man's market data, is interesting from several points of view. We quote a substantial part of it here because it offers valuable suggestions to companies in other fields facing a similar problem:

To the Alexander Smith Salesman: In this section, following these pages of explanation, you will find a set of figures for each large city in your territory.

The basic purpose of these figures is to enable you to help your dealers analyze their local markets in the development of their own post-war objectives and plans.

Enough use has already been made of these figures in experimental contacts with dealers to indicate how important they are and what an effective job can be done with them in both large and small stores.

Our experience in talking over these figures with dealers has proved, first, that dealers are definitely interested; second, that they have underestimated their market; third, that an opening is provided for the consideration of a full-scale merchandise program, and lastly, that an opportunity is created to lay our program before top management.

We give you herewith an explanation of the figures together with suggestions as to their use:

Explanation of Trading Area Figures. The figures given you as local market data are not to be confused with evaluation figures or quotas. Trading area data have been assembled for a particular purpose, that of assisting a dealer in his post-war planning. For this purpose, the figures replace territory evaluations. In talking to a dealer about his potentials we are more concerned with what sales have been made than with how much *ought* to be sold in a trading area. These figures are based on what was bought in 1939, as reported in the U. S. Census of Distribution.

The figures are under six headings: Population, Buying Power, Retail Sales, Floor Covering Sales, Carpet and Rug Sales, and Sales Distribution by Class of Customer.

Population figures include the 1940 Census and 1943 estimates from reliable

SALES MANAGEMENT

"We're learning how we're really going to live after the war"

-thanks to Better Homes & Gardens

"Wartime restrictions curtailed the building, but not the planning and dreaming, of our new home. We were confused, however, by the unrealistic ideas for postwar living. Now, in Better Homes & Gardens—our favorite magazine—we've found a practical guide to what we can expect in our postwar home.

"It seems somehow that no matter what problem stumps us—Better Homes & Gardens comes up with the right answers."

Yes, families living everywhere are saying, "Thanks to Better Homes & Gardens."

From problems of meat rationing, heat conservation, food gardens, baby care, to tomorrow's living, Better Homes & Gardens supplies its 2,350,000 family readers with timely solutions. In the October issue, it continues a series of articles on the postwar family home. Emphasis is placed on the actual use of new and old materials in exciting, unstereotyped designs. Four-color, full scale models show readers exactly what they can have. Don't miss this series. It's one reason for Better Homes & Gardens' intense readership.



Better Homes & Gardens

America's Family-Service Home Magazine

Meredith Publishing Company, Des Moines 3, Iowa

SAMPLE ANALYSIS OF A TYPICAL LOCAL MARKET

Indianapolis, Marion County, Indiana

Population—City Zone—386,972 (1940)—416,000 (1943 Est.)

Trading Area—953,458 (1940)—1,029,701 (1943 Est.)

Includes principal municipalities with 1940 populations:

Anderson (41,572); Bloomington (20,870); Columbus (11,738);

New Castle (16,620); Crawfordsville (11,089); Elwood (10,913);

Frankfort (13,706); Shelbyville (10,791).

Buying Power—The Effective Buying Income of Indianapolis in 1941 was estimated at \$1540 per capita as compared with \$1387 for Marion County, \$867 for Indiana and \$871 for the United States.

Retail Sales—Indianapolis Outlets ⁽¹⁾

1939

Department Stores	\$31,511,000
Furniture Stores	5,894,000
Floor Covering, Drapery Stores	295,000

Total Sales above Outlets \$37,700,000

Retail Market All Floor Coverings ⁽²⁾

1939

1941

Department Stores	\$ 819,286	\$1,073,265
Furniture Stores	954,828	1,250,825
Floor Covering Stores	249,865	327,323

Total Estimated Floor Covering Sales \$2,023,979 \$2,651,413

Carpet and Rug (Wool) Market at Retail ⁽²⁾

1939

1941

194x

Department Stores	\$655,429	\$858,612	\$1,116,195
Furniture Stores	835,475	1,094,472	1,422,813
Floor Covering Stores	99,946	130,929	170,208

Total Estimated Sales \$1,590,850 \$2,084,013 \$2,709,216

Estimated Sales Distribution by Class of Customer—194x

Contract	\$ 216,737
Newlyweds	1,029,502
Movers	460,567
Replacement	1,002,410

\$2,709,216

It is estimated that the Indianapolis area will average 10,000 newlyweds per year.

Movers are estimated at 1 family out of 10, or 25,000 families for the area.

For replacement, against the pre-war average of 1 out of 20 families buying an average of \$60 each, it is estimated that 1 out of 16 families, or 15,000 families for the area will be in the market for rugs and carpets.

(1) Reported in U. S. Census 1939.

(2) Computed from published data by Alexander Smith Market Research Department.

sources for both the city zone and the trading area. The 1943 estimates give effect to the migrations which have taken place because of the war.

Please bear in mind that the most important population figures for our purposes are those for the trading area, the urban and suburban district surrounding a major marketing center. Our dealers in each city are concerned with all people who customarily come to that city to make other than convenience purchases. Thus, in discussing these figures with dealers in your territory, unless they are neighborhood dealers, you should get in the habit of using trading area rather than city population figures.

The population of a trading area is a primary indicator of the market for rugs and carpets since every family is a potential customer for our product. In discussing sales promotion with a dealer, it is well to draw his attention to the necessity for coverage of the whole area.

Buying Power figures are those published by SALES MANAGEMENT. They provide a means of measuring the capacity of the population to buy. A comparison of the effective buying income for the city as against the county, the state, and the United States will clearly indicate the quality of the local market.

For illustration, San Jose, Calif. has a

population of 77,897 and a trading area of 184,515 which is quite comparable to Manchester, N. H. with a population of 77,685 and a trading area of 191,469. San Jose, however, has a buying power estimated at \$1692 per capita whereas Manchester has a buying power of only \$914 per capita. Total floor covering sales (as computed from U. S. Census 1939) were \$416,554 for San Jose, as contrasted with \$277,700 for Manchester.

Retail Sales in Floor Covering Outlets are the basic data from which we can determine the floor covering sales figures. Only three types of outlets, department stores, furniture stores, and floor covering (specialty) stores are significant. Branch stores

Announcing

the **THIRD** annual **BUSINESS PAPER**

ADVERTISING COMPETITION

ANOTHER YEAR has seen a continuing improvement in the effectiveness of business paper copy . . . with greater profit to advertiser, agency, publisher and reader. We are proud of the part that The Associated Business Papers has played in this activity, and any time we can throw the spotlight on a job well done, we're eager to do it.

That's why we're glad to announce the Third Annual Business Paper Advertising Com-

petition. This year we believe we have further strengthened the method of classifying and judging entries. And we feel that while there may be awards for a relative few, there should be stimulation for all in participating, and in reviewing the winners.

Read the "Conditions" below, please. And don't hesitate to call on us for any further information you may require on any aspect of this competition.

CONDITIONS OF THE COMPETITION

The Following Rules will govern Awards for the most effective use of Business Paper Advertising in 1944

1. The awards are to be given annually to the advertisers who, in the opinion of the judges, make the most effective use of their advertising in business papers by means of adequately informative copy, pertinent illustration, and efficient use of the space. Campaigns may be submitted by advertisers, their advertising agencies, or by publishers. Publishers' own advertising is not eligible.

2. Entries to consist of only three advertisements typical of the entire campaign, which have appeared in business papers during the 1944 calendar year, and included in the following broad classifications: **INDUSTRIAL PAPERS: INSTITUTIONAL PAPERS: MERCHANDISING PAPERS: PROFESSIONAL PAPERS.**

3. Every entry must be clearly defined as to the division in which the advertiser desires to be judged:

DIVISION 1: Advertising of Equipment and Supplies, Addressed to Buyers. (Machinery, furnaces, machine tools, motors, instruments, material handling equipment, etc.)

DIVISION 2: Advertising of Contain-

ers, Packaging, and Operating Supplies, Addressed to Buyers. (Oils, greases, paper, cleaning compounds, boxes, cans, wrapping materials, etc.)

DIVISION 3: Advertising of Fabricating Parts, Materials, Assemblies and Sub-Assemblies, Addressed to Buyers. (Metal stampings, molded plastic, bearings, gears, steel sheets, tubes, fabrics, etc.)

DIVISION 4: Advertising of Primary and Process Materials, Addressed to Buyers. (Wood pulp, chemicals, acids, hides, wool, etc.)

DIVISION 5: Advertising of Construction Materials, Addressed to Buyers. (Fabricated steel, lumber, bricks, roofing, etc.)

DIVISION 6: Advertising of Products for Resale, Addressed to Dealers and Jobbers. (Housewares, clothing, drugs, hardware, etc.)

(NOTE: If there is any question about the division in which your entry belongs, drop us a line and we'll be glad to advise you.)

Each entry must also be accompanied by a brief statement on the advertiser's,

agency's, or publisher's letterhead, giving:

1. Objective of campaign
2. Reasonable evidence of results obtained
3. A list of publications in which advertisements appeared

4. Entries must be kept simple. Each advertisement must be individually mounted on 9" x 12" boards for single pages—10" x 16" for spreads. Any entries unmounted or over this size will be disqualified by the judges. Ornate or lavish presentations are neither necessary nor desired. To separate campaigns, a simple clip or tie arrangement may be used.

5. Awards will consist of first, second, and third awards in each of the six divisions.

6. The judges will be leading men in their fields, qualified by knowledge and experience, to pass on the merits of entries. Their decisions will be final.

7. Entries close at midnight, January 31, 1945. Presentation of Awards will take place during the month of March, 1945.

*Send Your
Entries to:-*

A. B. P. ADVERTISING CONTEST



THE ASSOCIATED BUSINESS PAPERS

205 East 42nd Street, New York 17, New York

of mail order houses are included as department stores.

Normally, furniture stores sell about 36%, department stores 29% and floor covering stores about 15% of all floor coverings manufactured including hard surface goods.

Retail Market All Floor Coverings represents the actual sales at retail prices in each city by type of store in 1939, and the probable sales in 1941.

Your average customer knows what he himself sold in 1939 and in 1941 but not one out of one hundred of your customers has any knowledge of what part of the total business of his city he got in those years. In showing him these figures you are

therefore helping him by giving him information which he has never had before but which he has always wanted.

Thus the first use of the figures is with the floor covering buyer, to enable him to check his performance against the total for the city and against the total for his own type of store in the city.

Incidentally you probably will find, as we have in all test cases, that most buyers are under the impression that they have had a larger share of the total available business than was actually the case. These figures correct any such misapprehensions.

Carpet and Rug (Wool) Market at Retail presents retail sales figures for the same outlets in soft surface goods. In addition

to 1939 and 1941 figures which are useful to the dealer in planning his share, we have added the projected figure for 194x, a post-war year. The projection is based on the Alexander Smith estimate of the post-war potential for the industry.

As an example of dealing with the projected figure for 194x, take a city which may have a volume of \$1,000,000 of which \$285,000 is expected to be sold by department stores. If you are talking to a department store buyer, get him to name the percentage of that total that he thinks he should aim for. Perhaps he was getting 20% of the business before the war but was under the impression that he had 35% of it. In that event, he may perhaps feel that 30% of the market is what he should aim for in 194x. If so, 30% of projected department-store volume is his goal.

Sales Distribution by Class of Customer provides information as to the sources from which will come the 194x volume. The projected total in 194x is in each case broken down into its probable components of sales to contract, to newlyweds, to movers, and for replacement.

Before the war, practically every buyer used a "shotgun" type of promotion in developing his sales. With this information, he has the opportunity of using a "rifle." If he knows, for example, that a certain part of his business should normally come from brides and if he knows about how many brides there will be in the area, he can plan his advertising and promotion to be of particular interest to the group. Certainly this was not true in the past.

Similarly, these figures make it possible for a dealer to promote his sales to "movers." There may be certain fixed moving habits in his city. Perhaps most leases expire on the first of May or the first of October as they do in certain metropolitan areas. If these conditions prevail, it would be profitable for him to start at least a month before each of these dates with a type of promotion designed to appeal particularly to people who are moving into new homes and require new floor coverings.

Information on the size of the replacement market also can be handily worked into angles in advertising and promotion.

SUMMARIZING, these figures represent to any thoughtful and enterprising dealer an opportunity not only to apply a yardstick to his past business, but also to set up a definite and reasonable program for his future business.

Subsequent Dealer Service Bulletins (to be published approximately once every two months) will give full treatment to such subjects as department modernization, advertising and display, sales training, etc.

We feel confident that the retail dealer will be disposed to grant preference to Alexander Smith and Maslin products for this type of helpful service. Probably more important, in the long run, is the focusing of retailers' attention toward action planning now for future success in carpet and rug merchandising. This department will thus not become lost in a maze of post-war ideas, many of which will not otherwise be acted upon before V-Day actually dawns.

EXPANSION



Plans

already blueprinted

**for Dayton's industrial plants
after the war exceed**

\$50,000,000

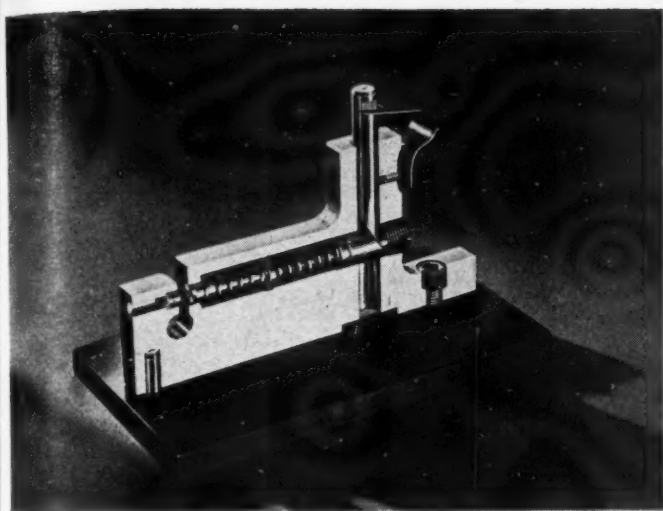
Unlike many cities, Dayton has had no huge wartime building expansion. No surplus plant capacity will exist in Dayton after the war. Many Dayton industries need and are planning increased facilities for peacetime production. Awaiting the "go ahead", these plans to date entail construction costs greatly exceeding \$50,000,000.

**Postwar Dayton with its 456 industrial plants
will be bigger and busier than prewar Dayton.**

THE *Dayton*
JOURNAL-HERALD
Dayton's Largest Daily Circulation

Nationally Represented by The Geo. A. McDavitt Co.

SALES MANAGEMENT



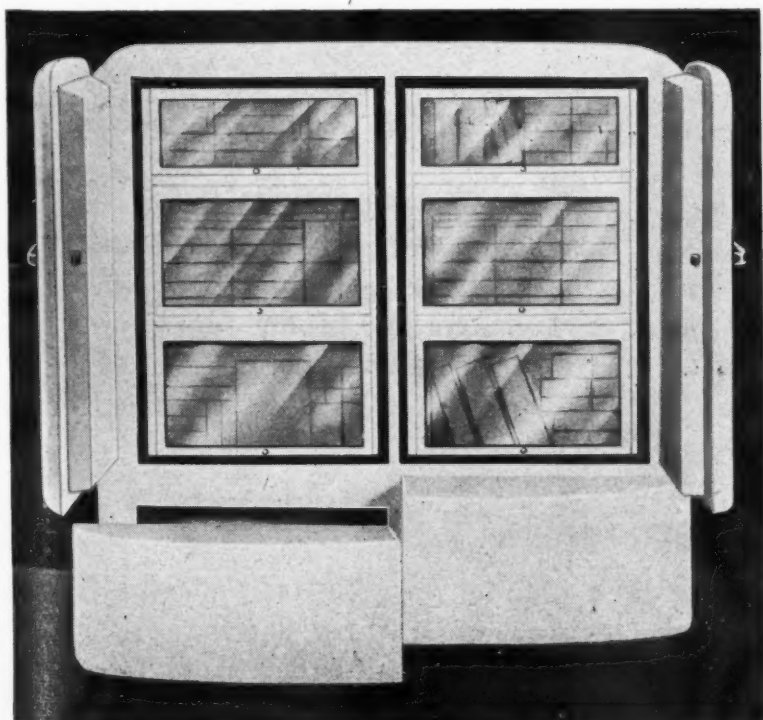
NEW HOLE PUNCHING TECHNIQUE: Punching holes in the sides of work instead of on top of flat surfaces is made possible by a development of Wales-Strippit Corp., North Tonawanda, N. Y. These new special units are designed for punching holes in flanges, angles, container sides and similar shaped work.

DESIGNED FOR SELF-SERVICE: Anticipating a marked increase in self-service food retailing, Borden Cheese Co., New York City, is introducing two of its processed cheese products in new packages designed by Frank Gianninoto. A consumer survey pre-determined selection of colors. Company's logotype has been modernized.

EYE-CATCHING COOKIE CARTON: The "Party Bits" assortment of U. S. Cookies, Inc., Brooklyn, is now packed in a box which bears a sepia-tint illustration of the contents. Balance of color scheme is aqua and process red ink. Designed by Robert Gair, Co., Inc.

KEEPS HAIR MANAGEABLE: "Plastic-Mist," by L'Orlé, New York City, is a new hair set dress which may be applied lightly by hand or by atomizer. It is delicately perfumed and it is claimed that it will not impart any stickiness to the hair. Comes in two sizes.

SMOOTH GRACEFUL LINES: Smart styling and extra convenience will be the distinguishing features of the forthcoming Freez-all home freezers. The Refrigeration Division of Portable Elevator Mfg. Co., Bloomington, Ill., plans to market both drawer type and chest type.



Designing to Sell





SHE DOES NOT READ SECRETS



SHE DOES NOT READ SECRETS

But 3,000,000* **WOMEN LIKE THESE**

SECRETS is more than good entertainment to these 3,000,000 young married readers . . . it is their monthly guide to better living, better understanding of their children and husbands.

In short, **SECRETS** Self-Improvement editorial power is selecting 3,000,000 readers who are actively making their way up socially, culturally and economically . . . they're the younger active wives who need most of the things that go into home-making . . . they're the devoted, young mothers of young children . . . they're the market you reach only through one magazine—**SECRETS** (not a group of books).

They are the progressive group of young, active women — between the age and income group of the youthful readers of movie and romance books and the more matronly readers of women's service magazines.

SECRETS readers are the climbing, buying women that constitute your "first-line" market. Send for free booklet, "What We Want". It is a vitally revealing market story about **SECRETS** 3,000,000 readers.

Each copy of **SECRETS is read by the purchaser and three intimates of the same age group. This and other data based on survey of **SECRETS** readers.*

Secrets

"THE MAGAZINE
67 West 44th Street
New York 18, N. Y.

Marketing PICTOGRAPHS

Planned by
Philip Salisbury,
Executive Editor,
and designed by
The Chartmakers, Inc.

Apparent POPULATION of the United States

Existing population estimates are confusing because they cover only the civilian population, and the assumption seems to be that members of the armed services will not return. Yet we know that casualty lists have to date been less than anticipated. Births are at an all-time high.

In the map below SALES MANAGEMENT has made some assumptions on its own:

- (1.) that migrant war workers will tend to stay in the sections where they now have work.

- (2.) that service men and women will return—and to the sections where they formerly lived.

The estimates given below start with the 1940 population, add the natural increase of births over deaths, and add (or subtract) the civilian migration. The net figure is for November 1, 1943.

1940 Population	0,000,000
Changes through migration and natural increase	+0,000,000
Total population November 1, 1943 including military	0,000,000
% change 1943 over 1939	+0.0%





Our families of the **"FORGOTTEN 50%"** have a median annual income of **\$2,710**

LET'S explode another myth about readers of women's service magazines and our members of the "Forgotten 50%". . . the myth that says service magazine families are rolling in wealth, and "Forgotten 50%" families are facing slow starvation.

Here are the true facts: Service magazine families have a median annual income of \$2,990. Modern Magazines families have a median annual income of \$2,710. The difference in effective purchasing power is negligible!

Yet Modern Magazines readers are often among the "Forgotten

50%" of American women in the merchandising plans of many manufacturers of foods, housewares, apparel and other products, who concentrate their advertising upon the half of American women who find service magazines interesting.

Why are half of the women in America so "forgotten"? . . . Habit! Prejudice! Outmoded merchandising concepts! . . . Open your mind to the facts, and you'll see that the "Forgotten 50%" are fully as important to you as customers as are the readers of service magazines.

DELL PUBLISHING COMPANY, INC.
149 Madison Avenue, New York 16

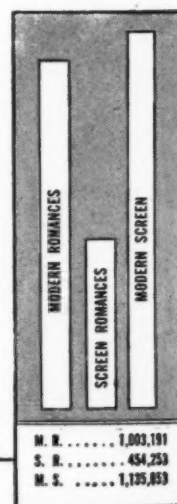


WORLD'S LARGEST PUBLISHER OF MASS MAGAZINES AND BOOKS

MODERN MAGAZINES

THE ONLY WOMEN'S GROUP WITH
2 MAGAZINES OF OVER 1,000,000 COPIES EACH

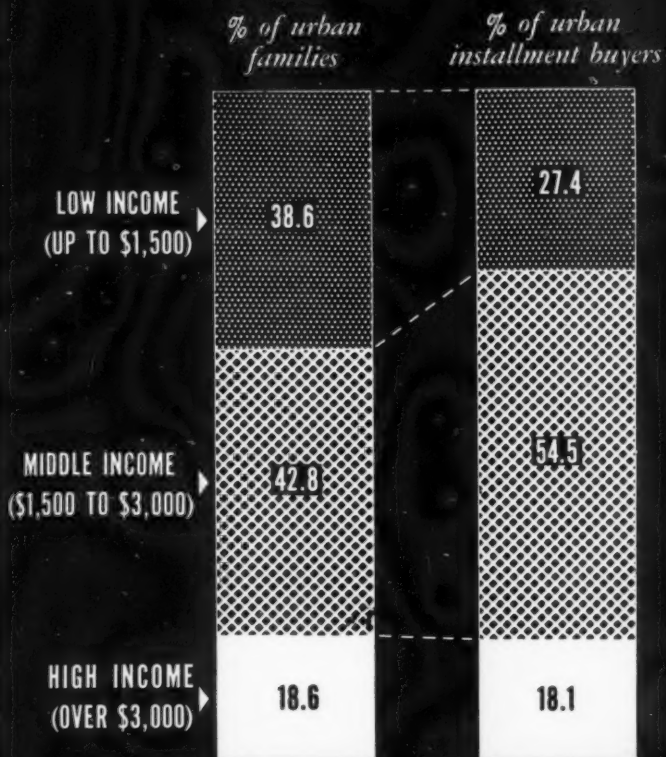
SALES MANAGEMENT



Who are the best INSTALLMENT buyers?

A study recently completed by the Department of Labor shows that in 1941 29.9% of the country's urban consumer families made purchases on the installment plan.

If the pre-war pattern is followed post-war, the best installment prospects will be those in the middle income group.



PICTOGRAPH BY
Sales Management
10-15-44

Source: "Civilian Spending and Saving, 1941 and 1942."

HOTELS must expand if income keeps up

Until 1940 there was a close relationship between hotel income and national income. Then income soared and hotels were unable to accommodate many would-be guests.

If income post-war is maintained at the level believed possible by both government and Committee for Economic Development we may see another era of hotel building and expansion. In the following index figures 1929 is the base, 100.



PICTOGRAPH BY
Sales Management
10-15-44

Source: "Trends in Hotel Business," Harris-Kerr-Forster & Company.



A Campaign to the Wage Earner Millions Who Hold the Key to an America of Plenty

This time the peace can be different.
Through ads like this—in its own 8 magazines and in large newspapers throughout the country—America's largest Wage Earner Publisher points out to the Wage Earner millions their dominant role in building a peace of plenty.



But—it's up to your advertising to assure these Wage Earner millions of the SECURITY OF SPENDING that will convert their billions into sales.

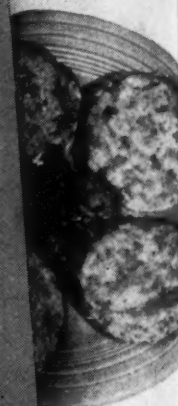
Dinner's Ready — an easy-to-prepare Star Brand Beef Hash with hard-cooked eggs and a splash of parsley.



ing extra good

**STAR
OF HASH**

ick, hot meal



Call the can. Open the whole and cut into 3 slices. Brown in butter, dripping fat. Fine for breakfast. 16-oz. can.

Brand

ARMOUR

"Will I be able to work again, Doc?"



Sure, he'll be able to work again. As good a machinist as ever. Because wartime science is working miracles. But...

WILL THERE BE WORK?...

Will 10 million fighting men find jobs when they come back to the industrial pace of peace?...

Will more *millions* now at full-time all-out war-jobs—have work in postwar America?

The answer "yes" is right in your hands—the hands now making the goods of war.

War Bonds Today can be JOB BONDS Tomorrow!

It's just this simple: You have a job right now because someone—WAR—is a ready cash customer for everything you can make.

What one big customer can do millions of smaller ones can do *if* they have the money. And today's War Bonds are the surest, simplest way for American families to have that ready cash to use later on.

The electric refrigerator you save for now to buy postwar will make *jobs* as well as *ice*.

It'll be *your money* that pays welders, electricians, and truckmen...your money that "buys" all the jobs in the making of your one electric refrigerator.

Multiply the postwar refrigerator *you're* saving for now by millions of refrigerators that other families save for, *your* postwar car by millions of other cars, *your* postwar radio by millions of other radios, and postwar jobs for all can total up to the millions America will need.

Yes, this can all be true if you and millions like you have war savings enough to *spend* later.

No other group in America is big enough to do this job. *That's why America depends on you.*

MACFADDEN PUBLICATIONS, Inc.

TRUE STORY THE MACFADDEN WOMEN'S GROUP THE MACFADDEN MEN'S GROUP



SELLING as a career

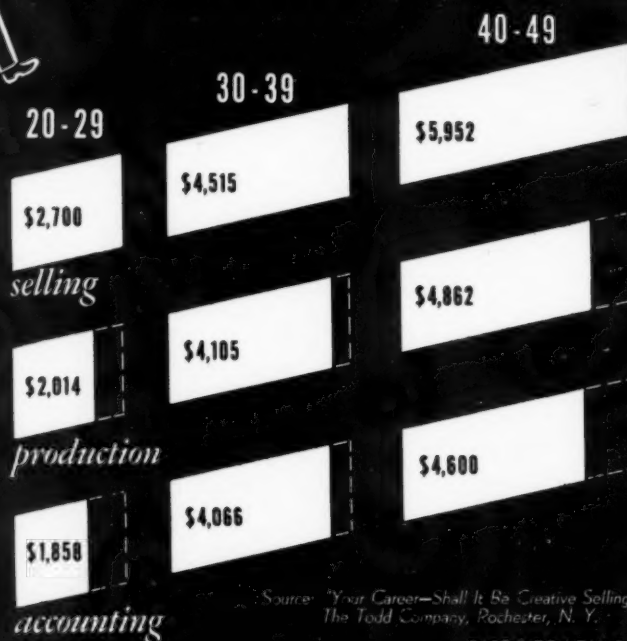


THE FIGURES ON AVERAGE INCOMES
ARE BROKEN DOWN BY AGE GROUPS:

If you are rebuilding a sales force you are going to find many youngsters—especially those who have attended college—who are skeptical about selling as a career.

You might show these doubters the results of a pre-war survey made by Harry W. Hepner, vocational psychologist, Syracuse University, and author of "Finding Yourself in Your Work."

The study takes men similar in education and environment and traces their development in earnings, in rapidity of advancement, and in job satisfaction.



Source: "Your Career—Shall It Be Creative Selling?"
The Todd Company, Rochester, N. Y.

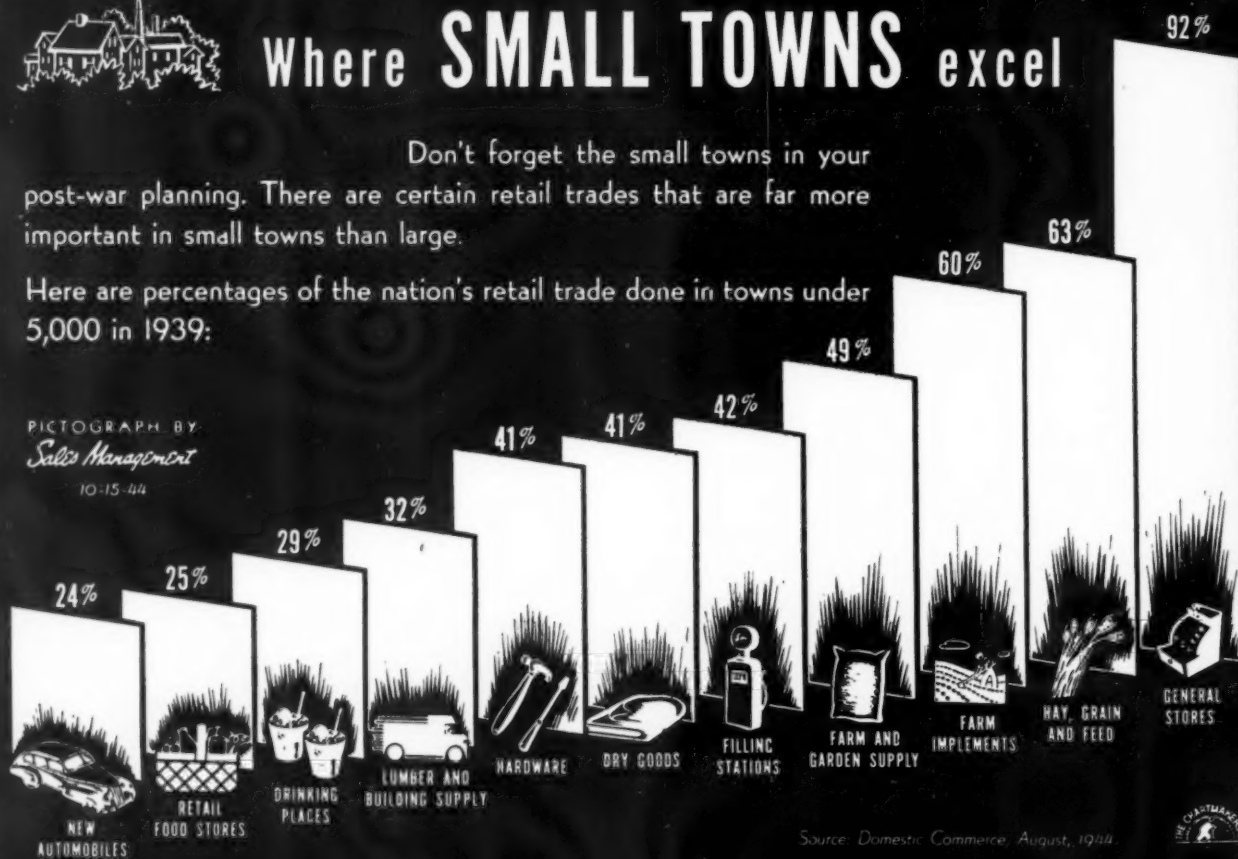
PICTOGRAPH BY
Sales Management
10-15-44



Where SMALL TOWNS excel

Don't forget the small towns in your post-war planning. There are certain retail trades that are far more important in small towns than large.

Here are percentages of the nation's retail trade done in towns under 5,000 in 1939:



PICTOGRAPH BY
Sales Management
10-15-44

Source: Domestic Commerce, August, 1944



CAPITALISM THE CREATOR

Published by The Macmillan Company

"More material economic progress has been made in the last two centuries under free, individual capitalism than in the preceding five thousand years of recorded history."

In *CAPITALISM THE CREATOR*, Carl Snyder, the brilliant professor of Economics at Cornell, proves the above statement to the hilt. In an epoch when its detractors sneer at capitalism and even its defenders apologize for it, Dr. Snyder in this remarkable book takes the offensive. He cuts through propaganda fables to the core of reality.

Capitalism, he shows, is a dynamic system. It makes two blades of grass grow where only one grew before. Its very life depends on constant and energetic expansion — on creating more and better goods for the masses.

It is when this urge to expand is stalled or thwarted that Capitalism the Creator is most vulnerable to its natural enemies — the bureaucrat, the collectivist, the political demagogue. It is then that our society is subject to the fevers of unemployment and social unrest.

Clearly, therefore, whatever contributes toward an expanding economy is vital to the health and vigor of our society. *The creating of tastes and wants is as important in our scheme of things as the creating of goods and services. Demand and supply are as closely related as lock and key.*

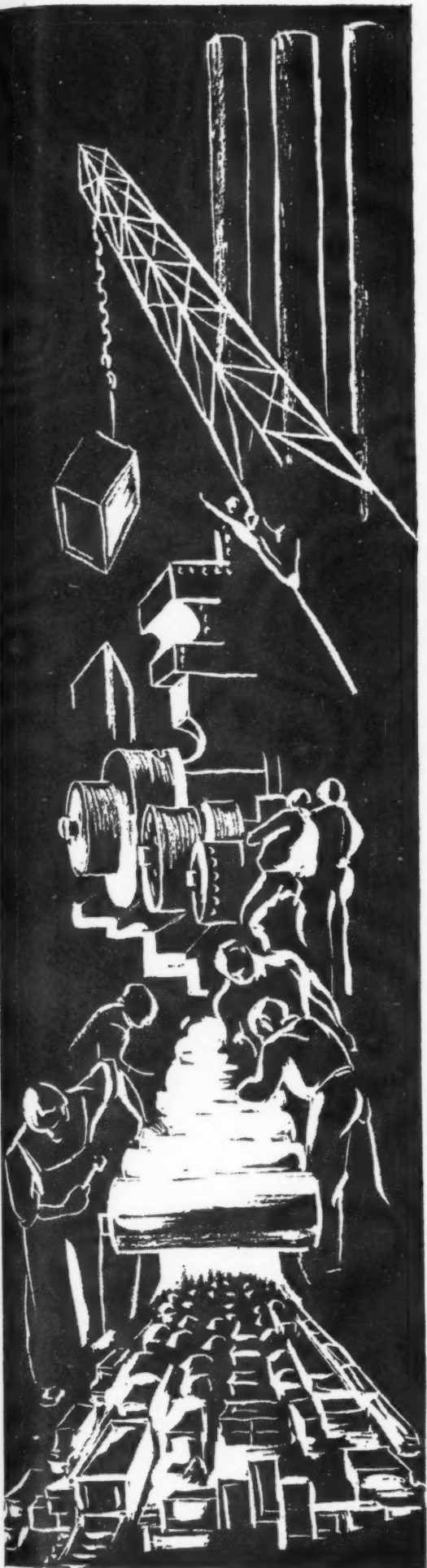
And it is here that magazines play an important role. Products advertised in their pages are more than an offer of sale — they enlarge the horizons of taste for millions of readers. In stimulating an urgent desire for your goods you are contributing directly toward the maintenance of a free, vigorous, expanding capitalism.

THE HILLMAN WOMEN'S GROUP

REAL STORY • MOVIELAND • REAL ROMANCES

HILLMAN PERIODICAL BUILDING • NEW YORK CITY

This is the second of a series of advertisements discussing the great books of our time, which concern themselves with social problems: government and business, the division of income, and the emergence of the great middle class to a position of political and economic importance.



WHAT the well-dressed men and women aren't wearing

MEN AND BOYS OVER 16



The full report covers many other items, including infants' wear, measures quantities wanted but unobtainable, and gives other reasons why people did not buy or were dissatisfied.



PICTOGRAPH BY
Sales Management
10-15-44

Source: "Consumer Demand and Purchases of 75 Clothing and Textile Items," War Production Board.

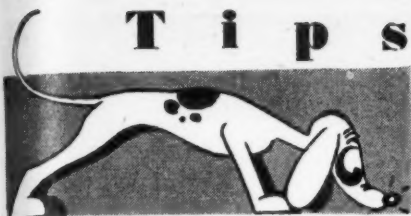
In the last week of March field workers of the Bureau of the Census interviewed 4,732 families—a representative cross-section—and asked them to report on their purchases of 75 textile items during the first quarter of 1944.

If typical men and women over 16 had no reserve supply of clothes and depended upon their winter purchases, they would look something like this:

WOMEN AND GIRLS OVER 16



Tips



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

"Fawcett Food and Household Reader Forum." That the American housewife has become more nutrition-conscious since rationing, is evident in the results of a survey conducted among members of the Fawcett Women's Group panel. A questionnaire on nutrition went to 973 forum members; 637—65.5% returned them answered. 78% of the housewives queried knew about the Seven Basic Food Groups recommended by the Government. Of this group 57% consistently follow the basic food patterns in planning meals and another 46% do as frequently as possible. Surprising change in homemaking habits is that of planning meals in advance. During preparation days only 18% gave tomorrow's meals a second thought. Today 54% plan in advance. Write to Research Department, Fawcett Publications, Inc., 1501 Broadway, New York 18, N. Y.

"American Advertising Today in Sweden, Spain, Portugal, Turkey, Egypt." Realizing the important role which foreign markets will play in our post-war economy, far-sighted American manufacturers are taking no chances. Despite the war they continue to advertise in neutral and Allied countries. And Government agencies—particularly the Overseas Branch, U. S. Office of War Information—are pleased to extend every consistent assistance to manufacturer interested in the inception, continuance and expansion of this advertising abroad. Thus this booklet explains the service which the Special Promotion Division of OWI Overseas renders, and how this service may be coordinated with individual organization facilities. The specific economic conditions, as well as publications and rates, in Sweden, Spain, Portugal, Turkey, and Egypt are analyzed. Address Special Promotion Division, OWI Overseas, 250 West 57 St., New York 19, N. Y.

Four C.E.D. Booklets. The problems of small business, bank credit, a Federal tax plan, and the termination of war contracts—four topics which are constantly occupying the thoughts of American industry today—are covered in four booklets recently issued by the Committee for Economic Development. Specifically, they are: "Community Handbook on the Special Problems of Small Business," prepared by the Committee on the Special Problems of Small Business; "Your Postwar Program and Your Banker," prepared by the Financial Advisory Committee; "A Postwar Federal Tax Plan for High Employment," and "Postwar Employment and the Settlement of Terminated War Contracts," both prepared by the Research Committee. Address the Committee for Economic Development, 285 Madison Ave., New York 17, N. Y.

TROY...

a big market

TODAY and TOMORROW



Sow Your Story NOW and Reap a Continuous Sales Harvest

A recent survey sponsored by The Troy Savings Bank and conducted by Fact Finders Associates of New York gives you concrete evidence of the Troy Market's post-war potential.

In addition to the many millions to be spent for food, drugs and other necessities of life, the people in The Troy A.B.C. City Zone are going to spend \$57,297,900 after Victory.

4,560 families are getting ready to build new homes.

2,340 families plan to buy new homes already built.

13,140 families are going to modernize their present homes.

Millions will be spent for new refrigerators, washing machines, radios, furniture and automobiles.

Yes . . . Troy is a BIG market today and will continue to be a BIG market tomorrow.

You can tell your sales story in this market of 123,000 consumers to "Everybody" through The Record Newspapers, Troy's only dailies. They give you complete coverage at only 12c per line.

ONE Complete Market . . . consisting of 123,000 consumers all within the Troy A.B.C. City Zone's 3 1/2-mile radius.

Circulation of The Record Newspapers: 40,411

(A.B.C. Publisher's Statement for 6-month period ending March 31, 1944.)

THE RECORD
THE TROY RECORD
THE TIMES RECORD

BROADWAY AND 4TH AVE., TROY, N. Y. A. VIGOR, ADVERTISING MANAGER

Hail to the Bureau of Aeronautics of the U. S. Navy for the development of synthetic training devices which have contributed so much to the safety of our aerial forces in training and to their effectiveness in combat—not only in Naval Aviation, but also in the Army Air Forces. . . . In the engineering, development and application of these devices, it has been our proud privilege to assist.



The **JAM HANDY** *Organization*

Special Devices for Visual Demonstration and Training
Planning Assistance on Personnel Training • Illustrated
Talks • Slides and Slidefilms • Group Presentations
and Showings • Commercial Motion Pictures

SALES MANAGEMENT

How Continental Can Plans To Provide Jobs for Veterans

Committees composed of both labor and management representatives in each plant and sales office will plan for veterans' reinstatement. Special effort will be made to capitalize on new skills which, aided by training, will qualify men for promotions

CONTINENTAL Can Company, Inc., with some 60 offices and plants throughout the country, has set in motion a veterans' reinstatement program which will facilitate the widest range of veteran employment possible.

"Like hundreds of other corporations," says Carle C. Conway, chairman of the board and president, "the company which I represent has a veterans' reinstatement plan that goes far beyond legal requirements. Yes, we'll give a veteran back his job—that's the law. But we'll go a lot farther than that. We'll see to it that if he has learned new skills in the Armed Forces, he'll get a chance to try out for a better job. Likewise, if he has missed a routine promotion, he'll get the kind of training that will qualify him for the next vacancy. And if he comes back with a war injury, we shall do everything possible to give him work that he can perform safely and efficiently.

"And let me say this—the results of this kind of planning are well worth the cost and effort. Our company has something like 4,000 men and women in the Armed Forces. We consider these people 'employees on leave,' and keep in close touch with them. The greatest inspiration in my business career has been to read the letters that those boys and girls write back. They do not look upon us as a great big company. Instead, letter after letter, all written in a friendly, intimate vein, tell us about their experiences, and ask to be remembered to the people back in their own shops, districts, or departments. These people sense the fact that we still consider them an important part of this business."

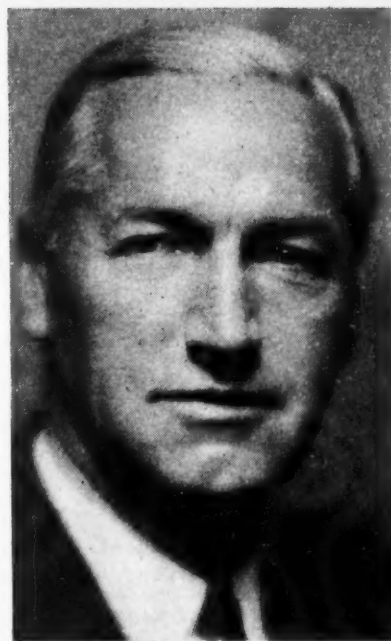
The Continental veterans' reinstatement program was launched in June with the following letter from Mr. Conway to 2,750 (the number of those who could be located at that time) Continentalites now in the Armed Services:

Continental Can Company is deeply conscious of the magnificent contribution that you and your buddies are making in winning the war. Every single one of us at home is mighty proud of our men and

women in the service and recognizes that we can best show our appreciation for your all-out effort by planning in advance for your prompt reinstatement. Our constant goal will be to see every Continental serviceman and woman returned to employment.

When you joined the Armed Services you continued to be a part of the Continental Can organization. Because you are one of us, we feel free to ask your assistance in making our veterans' program an outstanding success. We know that many servicemen have acquired valuable training and new skills which may qualify them for better jobs than formerly held. It is exceedingly important that we know what are your new responsibilities and interests. Accordingly, you will find enclosed with this letter a brief questionnaire which will be mutually helpful to you and us in constructively planning for your future.

This information will be assembled in New York and then forwarded to your plant. At each plant a Veterans' Committee, composed of both employee and management representatives, will analyze the information on your questionnaire and thereby be in a position to intelligently plan not only for your full reinstatement but, wherever possible, to afford you the kind of employment for which your training in the military services will qualify you.



Mr. Conway—Continental Can's president.

We know that you are very busy with the biggest job you have ever tackled but hope that you can spare the time necessary to return the questionnaire. Please bear in mind that we are working in the dark until we hear from you. In the meantime, our sincere wishes for your safe and speedy return!

The questionnaire which was enclosed with the letter covers such points as general and special training which employees have received since they entered the Armed Services, their present responsibilities and what job, or

Sales

Cases . .

Include the designing and ordering of your Sales, Catalogue, Brief and Zipper Ring Binder Cases in your Post War Plans. Our designers are ready to help.

**ELLIS-SCOTT
LEATHER PRODUCTS CO.**

118 S. Pennsylvania
Indianapolis 4, Ind.

-----WRITE-----

IT COULD HAPPEN ONLY at WNAX

60,000 FARMERS JAM YANKTON to receive thanks from key figures in government, in radio and the armed services.

For the second year, the Farmer, through WNAX, received just recognition for his efforts toward winning the war, and the peace. WNAX invited outstanding national figures to Yankton on September 4th, as a Jury to select 1944's "Typical Midwest Farmer."

Anton Ettesvold of Morris, Minn., won this title. Through him the splendid food production records of all Midwest Farmers were acclaimed.

Last year this event brought 35,000 to Yankton; this year over 60,000! We are proud of this loyalty to radio and WNAX . . . proud also to bring such recognition to America's "Soldier of the Soil."



THE VOX POP SHOW originated in Yankton on September 4. Selection of Anton Ettesvold as Typical Midwest Farmer of 1944, is here being announced to the nation. Grouped around the CBS microphone are Parks Johnson, Mrs. Ettesvold, Ettesvold, and Warren Hull. Later, Parks and Warren made presentations of prize-awards to the Ettesvolds, also to runner-up contestants from four other states. Mr. and Mrs. Ettesvold will go to Washington, D. C., as guests of WNAX for the next presidential inauguration.



Gov. Ed Thye, Minnesota, says: "Farmers are in a class with soldiers. Food fights, too."



Rufus Rowland, Nebraska, Sec. of Agriculture, praises wartime farm achievements.



Kenneth Simons, Chrm. Conservation Commission, represents North Dakota.



Capt. Ralph Ilmanen, AAF, hero of 230 flights over The Hump into China.



Gov. M. Q. Sharpe of South Dakota, day's host to over 60,000 folks from 5 states.



SPEAKERS thanking Midwest Farmers for wartime work include: J. Norman Lodge, veteran A. P. War correspondent; Chan Gurney, U. S. Senator from S. Dak.; Maj. Gen. J. A. Ullo, Adjutant-General of the U. S., and Maj. Gen. C. H. Danielson, commanding 7th Corps Area.

jobs, they think they would be suited for after the war.

In process of being established in each of the company's plants and sales offices, are veteran committees which are comprised of both employee and management representatives. The purpose of the questionnaire is to enable these veteran committees to have all the data that they need to make advance plans for the veterans' return.

Two other parts of the total program, both of which have been successfully tried out in the company's plant in Syracuse, N. Y., and which have been extended to the rest of the organization, provide an opportunity for employees now absent in the Armed Forces to catch up with promotions which they may have missed, and for those who have sustained war injuries to be placed in jobs which they can perform safely and efficiently.

In describing these plans, Mr. Conway explains that before a routine promotion is made in any department, the supervisor will consider a serviceman's record together with those of the persons now working. If the serviceman would have received the promotion, that fact will be recorded on his military service card. When the veteran returns he will be informed of the job advancement which he missed, and he will be given a reasonable opportunity including full-time instruction, if necessary, to qualify for the next vacancy which occurs. In the same spirit, plans will be made in advance to put veterans returning with any one of nine disabilities into work which they can do safely and well.

The excellent results of the plan are indicated in the following breakdown of figures in a recent compilation of the questionnaires which have been filled out and returned:

Of the 2,750 questionnaires sent out, 1,277 (46%) were filled out and returned. Those who want to return to Continental Can Co. number 1,239, or 97%. Thirty-five (2.7%) said they were uncertain; 3 (.3%) definitely will not return.

Of the 1,239 who want to return

We can't get larger space in which to tell a most important story—"Meet Your Contractor-BUILDER Customer."

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

*These are the men that are going to do the building that all the talking is about.

PRACTICAL BUILDER

59 East Van Buren

Chicago 5



The busy reservation clerks speed paper work with National Covers at A. A., La Guardia Field, New York.

**NATIONAL
LOOSE LEAF
COVERS**

*help American Airlines, Inc.
To "Keep 'em Flying"*

On the ground, as in the air, American Airlines, Inc. are generous users of NATIONAL LOOSE LEAF COVERS to keep records in order for quick index reference, constant change and ease in handling. Over the Route of the Flagships they know the value of LOOSE LEAF . . . and the quality and stamina of NATIONAL COVERS.

In planning your new postwar catalogs, price lists, instruction books, manuals and the like (which you should be doing right now) plan the LOOSE LEAF way. There are many reasons why . . . among them . . .

- ★ EASY ADDITION AND REMOVAL OF PAGES . . . keeps up-to-the-minute on changes in merchandise and prices.
- ★ AMPLE ROOM FOR FUTURE EXPANSION . . . most important in new postwar catalogs, which may start small and grow fast.
- ★ IDEAL FOR INDEXING . . . more necessary than ever in days to come for instant reference and quick finding of data.
- ★ CONVENIENCE OF OPENING . . . sheets lie flat for quick easy reading.
- ★ SAVES PAPER . . . specific pages for specific purposes . . . no waste.

We'll be glad to advise and provide constructive help in your planning. Write us . . . or, if you prefer, our representative will call.



NATIONAL BLANK BOOK COMPANY

ENGINEERS AND MAKERS OF LOOSE LEAF COVERS

HOLYOKE, MASSACHUSETTS

NEW YORK CHICAGO BOSTON SAN FRANCISCO

"He says we'll meet some *grand buyers* . . . He's advertising in *Hardware Age*"

She's right! Her firm will contact and meet *and sell* the leading buyers in the great retail and wholesale hardware industry . . . through their messages in *Hardware Age*.

. . . Buyers of today's varied war-time hardware store merchandise . . . postwar buyers of hardware items, appliances, new products . . . materials needed in homes, in industry and on farms.

They'll meet *and sell* the keenest merchandising minds in the country . . . hardware wholesalers covering territories that often include many states . . . leading hardware retailers, including the 9,000 who do 72% of the national business, in big modern hardware stores.

They'll meet *and sell* a market that has grown up with the country—and reached the peak of development and community influence during the tough war years.



"In Business Papers
... Look for this Seal of Integrity."

Associated Business Papers, Inc. of which *Hardware Age* is a charter member, is a national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.



FACTS . . . *Hardware Age* is the paper in the national hardware field. Its influence on over 60,000 readers is like that of the hardware dealer with his customers . . . and it builds sales for hardware advertisers, 785 of whom used it in 1943, 54% using it exclusively. *Hardware Age* has the only voluntary paid-in-advance circulation in the national field, the largest net paid circulation (23,580 as of June 30, 1944), and the highest voluntary renewal rate in the national hardware field 79.64%. Write for file of facts "THE HARDWARE MARKET AND HOW TO SELL IT."

HARDWARE AGE

Main Entrance to the Great Hardware Market

A Chilton ① Publication 100 East 42d Street, New York 17, N. Y.

② Charter Member ③

to the company, 781 want the same job and 86 are indefinite (a total of 867 or 70%); 372 (30%) do not want the same job.

Of the 35 uncertain ones, 21 definitely will not go back to their former jobs if they return to the company; 2 will take former jobs if they return, and 12 are uncertain about returning or taking their former jobs.

The fact that 97% of Continentals who replied want to return to Continental Can Co. speaks well for the Continental Idea which has always been an inspiration to the employees of the Continental Can Co. The "Idea" is: To be loyal to the Company and to each other.

To maintain the highest standard of quality and service.

To serve our customers wherever located, at all times, with suitable products.

To be so fair that we will always merit friendly relationship and continued patronage.

To develop packages and processes valuable to our customers.

To treat those from whom we purchase commodities with such fairness that they consider it a pleasure to serve us.

Further assurance that returning veterans will have jobs which hold

the potentialities of personal advancement is evidenced in the recent diversification of the company's manufacturing and sales activities, company executives point out. The company's business up to 1942 was confined almost entirely to the manufacture of metal containers. Since then, however, Continental has embraced important interests in the paper, plastics, and crown and cork fields.

Eight factories are included in the Paper (or Fibre) Division, five of which are exclusively paper plants. The most recent addition to this group is the Reading, Pa., factory, which became part of the Container Co., a wholly-owned subsidiary of Continental Can Co., in May. In the same month Keystone Drum Co., with plants at Charleroi, Pa., Elizabeth, N. J., Pensacola, Fla., and Independence, Kan., was acquired. More recently the Mono Service Company, Newark, N. J. was added. Company executives anticipate a large volume of post-war business in fibre drums from these plants, based upon performance prior to the war.

In January of this year the Crown Cap and Cork Division was expanded by the acquisition of the Bond Manufacturing Co., Wilmington, Dela. This subsidiary, known as the Bond Crown

and Cork Co., operates plants in Wilmington and Los Angeles, in addition to the production at Continental's plant in Baltimore.

Continental's latest expansion is in the plastics field. Last year an interest in Marco Chemicals, producers of synthetic resins, was acquired, thereby making possible the manufacture of high-strength, low-pressure laminated plastic sheets and parts by Continental. Following that the company purchased the Reynolds Molded Plastics Division of Reynolds Spring Company. The co-ordination of the company's laminated and molded plastics operations under a single division with headquarters in Cambridge, Ohio, is expected to be of particular benefit to plastic users.

The company has formed the Continental Overseas Corp., a subsidiary. Export business of the parent company and its subsidiaries will be conducted through this organization.

"The absence of an employee in military service will not be allowed to prejudice his job opportunities," Mr. Conway points out. "When an employee entered the Armed Services he continued to be a part of the Continental organization, and the best way we can show our appreciation for his all-out effort is to plan in advance for his proper reinstatement."

AFTER THE "DAILY GRIND"



Relax!

ENJOY READING THE

STAR-TIMES

OWNERS & OPERATORS OF KXOK • 630 ON YOUR DIAL

THIS outdoor board is currently showing on 100 locations in high traffic areas throughout the City of St. Louis (Mo.), home of the St. Louis Star-Times.

Its illustration and copy imply the relaxation and entertainment features of the Star-Times . . . in addition to the daily spot news which is carried in the columns of this increasingly popular newspaper that's read by thousands of persons "After the Daily Grind."

FACT is—the St. Louis Star-Times' daily net paid circulation is more than 185,000—concrete evidence of its growing popularity with newspaper readers in the St. Louis market area.

From Mine, Forest and Farm—Tomorrow's Chemical Industries

What have we learned in four hard years of war production? What have we got in the way of technology, plants, resources that will help in the job ahead?

One interesting appraisal is CHEM & MET's examination of our resources in *mines, forests and farms*. Here are raw materials that, together with other economic and technical considerations, determine plant location and the scale of operation.

This may have a bearing on your own plans for the future. Read the special report on Mine, Forest and Farm in the October issue for the fundamentals on which new chemical processing industries will be based.

CHEMICAL & METALLURGICAL ENGINEERING

A McGraw-Hill Publication

330 West 42nd Street New York 18, N. Y.

HAVE YOU INVESTIGATED EMPLOYEE SERVICE AWARDS



Awards to employees "in recognition" of long and faithful service accrue direct and tangible benefits to management . . . greater worker interest in the job, stimulation of constructive worker thinking, production short cuts and improved labor-management relations.

Send for your copy of "Employee Service Award Systems", a study of the nation's executive opinion and experience illustrating tested techniques in building sound labor relations.



The Robbins Company
LABOR-MANAGEMENT DIVISION
ATTLEBORO, MASSACHUSETTS

Field Sales Managers Pool Ideas To Build Their Own Manual

Here's a round-table technique for developing effective sales tools. It's quick and effective, and any company in any field can use it.

BY S. D. CHAMBERLAIN

Field Sales Manager, Kendall Mills
Walpole, Mass.

UNTIL this year we have never codified and organized into manual form any set of standards of practice for our field managers. At our most recent field management meeting we got such a manual—through the simple procedure of letting the managers develop it themselves through the medium of round-table discussion.

Feeling the need for continuous training to build our supervisors into better trainers and managers, we have continued, even during the difficult war period, to hold field management meetings twice a year. Early in 1944 we set aside one evening during the conference period, for an informal dinner and discussion, the objective of which was to initiate the drafting of a field managers' manual to be built largely by the men themselves.

After announcing our purpose and winning a general agreement that such a management tool was needed, we went to work. A large fold-over paper chart was set up on an easel before the group, and the managers were asked to tell what their salesmen did, what they, as managers, expected them to do and held them responsible for. All the ideas that could

be elicited through guided discussion were put down on the chart sheets with a big black crayon. They covered several pages.

Then we went back over all the activities listed and classified them under significant headings and rephrased them in groups under these headings. At the end of three hours we had what proved to be (after a final polishing up) a strong set of standards for salesmen. So much interest was aroused through this procedure that, at the suggestion of the managers themselves, we devoted another evening to a similar discussion to develop a set of standards for field managers. (We had originally intended to schedule this for the mid-year meeting.)

This time we asked the managers to itemize all their activities and responsibilities. Again, after three hours of discussion, we came up with a most satisfactory set of standards for field managers. (See the result on page 92.)

This technique, together with home office codification of tested management practices designed to attain the standards the men themselves had agreed upon, enabled us to present

WHAT IS A MANAGERS' MANUAL?

This Index to the Kendall Mills Manual Is Typical:

1. "Management Principles" Statements

- a) Mr. Kendall's industrial philosophy
- b) National Society of Sales Training Executives philosophy
- c) Job relations training philosophy

- f) Compensation
- g) Sickness
- h) Expenses

3. Management Standards

- a) Field managers' standards
- b) Salesmen's standards (which is one of those under field managers' standards)

2. Company Policies

- a) Vacations
- b) Moving expenses
- c) Dismissal wage
- d) Military service
- e) Retirement program

4. Managers' Procedures

- a) Selection of new salesmen
- b) Training of new salesmen
- c) Three months' training check-up
- e) Dismissal check-up

To Gents who go fishing 365 days a year...



THE NET of this story is simple: You can't fish in a small pond that holds only a few blasé big ones, or in a big pond populated by small fry . . . and expect to get much more than your bait back.

This is another way of saying that your most productive market (our war-inflated national income to the contrary) is the great middle-class market that, after savings and taxes, still accounts for 60 per cent of this nation's purchases, according to the latest available figures.

*"I read it from cover to cover.
Just the right variety for me."**

We publish The American Magazine for this market and no other. The function of our editors is to take the pulse of these middle millions as it is recorded in our continuing studies of reader reaction, and prescribe a balanced diet of fine fiction and authoritative articles that serves as inspiration for their aspirations.

*"Can be read by the whole family."**

Because this policy nets us the cream of your customers, The American Magazine should prove for you, as it has for other far-sighted advertisers, the happy medium to America's middle millions.

**Quotations from our continuing studies of reader reaction and letters to our editor.*



THE CROWELL-COLLIER PUBLISHING CO., 250 PARK AVE., NEW YORK 17, N. Y.
Publishers of The American Magazine, Collier's, and Woman's Home Companion

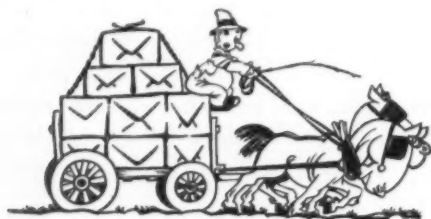
THE HAPPY MEDIUM TO AMERICA'S MIDDLE MILLIONS

OCTOBER 15, 1944

[91]

to the group, at the mid-year meeting, a complete "Managers Manual." A summary of the subject matter covered in it is shown in the box on page 90.

The discussion method of developing sales tools of this type has several merits: It is a simple procedure with great flexibility. It guarantees acceptability by the men because they themselves build the tool they will use. It is a training exercise in itself, because the men must think constructively and participate actively as the discussion develops. And, finally, it pulls out the best ideas of each individual and makes them available to all of his associates.



How Much PULL Do you Expect?

• These are times when advertising material must do something extra . . . it must create a good impression and PULL for you. Carefully prepared direct-mail advertising will pull business, pave the way for personal contacts and help with that all-important job of building good-will and cordial relations. Are you ready to do something extra?

Write for Free Booklet
"Looking Ahead"—on
your business stationery.

Hutzler Advertising Agency

1333-1336 Third National Building
DAYTON 2, OHIO

We can't get larger space in which to tell a most important story—"Meet Your Contractor-Building Customer."

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

•These are the men that are going to do the building that all the talking is about.

PRACTICAL BUILDER

59 East Van Buren

Chicago 5

STANDARDS OF PERFORMANCE For Kendall Mills Branch Managers

The major responsibilities of your job are satisfactorily met when:

1. Standards of Performance for Salesmen

- a) Your salesmen's performance matches their standards.

2. Training and Supervision

- a) You accurately evaluate the help and information that each man needs for individual productive improvement.
- b) You properly instruct and provide in detail as to how and where to get help and information within or outside the company.
- c) You see that he uses available tools and equipment effectively.
- d) You see that required reports and information desired are supplied as wanted.
- e) You train your salesmen to say the right thing.
- f) By traveling and working with salesmen you assist in making sales and establish a satisfactory level of performance.

3. Personnel Morale

- a) Your men and your office force work at the most effective speed and with greatest enthusiasm.
- b) You place the right person on the right job.

4. Sales Planning and Coverage

- a) You plan the man's time so as to make it the most effective for him and yet maintain the proper balance between the departments he serves.
- b) When complete and accurate knowledge and coverage of potential as well as actual customers are maintained.

5. Representing Management

- a) You interpret effectively home office policies to your salesmen.
- b) You interpret constructively the salesmen's problems to home office management.
- c) You constructively represent your company in public relations outside of sales.

6. Leadership

- a) You encourage initiative and thinking by your men.
- b) You stimulate by human appeal and incentive to the greatest development of potentialities.

7. Customer Contacts

- a) All customer contacts are soundly maintained by your men or yourself, particularly when a background of years of acquaintance might prevent loss of business at times of change in field salesmen.
- b) All customer complaints are satisfactorily handled.

8. Reporting Market Conditions

- a) You keep management promptly and accurately informed on market and competitive conditions.
- b) You keep your salesmen promptly and accurately informed on market and competitive conditions.

9. Cost to Sell

- a) You manage your branch so that maximum production and profit may be realized with the minimum cost to sell consistent with fair compensation policies.

10. Branch Office Operating

- a) You maintain an office organization which will facilitate the field sales function by intelligent, accurate and prompt handling of orders, correspondence and records and effective support of the territorial salesmen.

11. Post-War Planning

- a) You constructively contribute to your company's post-war thinking, planning, preparation and action.

Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

Salesmen's Application Blank (see sample in SM, August 15, 1944). Reprints up to 100 copies, 10 cents each; 100 and over, 8 cents each.

"GI Joe Asks: 'Shall I Seek a Career in Selling after the War?'" by Burton Bigelow, Burton Bigelow Organization, New York City. September 1, 1944. (5 cents each)

"First Steps Toward Cutting Guesswork Out of Hiring Salesmen," by Eugene J. Bengé, Bengé Associates, Management Engineers, Chicago, February 1, 1944. (3 cents each)

"Up-to-Date Data of New York Buying Affiliations of the Principal Department Stores." March 1, 1944. (10 cents each)

"Self-Analysis Scale for Sales Managers," by Eugene J. Bengé, Bengé Associates, Management Engineers, Chicago. March 1, 1944. (5 cents each)

"Nineteen Questions About Aptitude Testing," January 15, 1944. (3 cents each)

"The Bureau of Foreign and Domestic Commerce—How It Can Help You," by A. R. Hahn, Managing Editor. September 1 through November 20, 1943. (10 cents each)

"How Perfect Is Your 'Sales Sense'?" by Bertrand R. Canfield, October 10, 1938. (5 cents each)

"Key Man, Post-War," by A. A. Patton, McKinsey & Co., Management Consultants, New York City. February 1, 1944. (3 cents each)

MERCHANDISING MANAGER AVAILABLE

Merchandiser with twenty years experience as Sales organizer for Major Industry offers Manufacturers specialized representation on the Pacific Coast.

Now a Major in Army Air Forces, I expect to be honorably released from active Military Service at an early date—and plan to organize my own Sales and Service Company. Will also be in position to offer Export and Import service through personal contact with Los Angeles firm.

Experience includes actual organization of Sales and Service departments, agency and direct advertising procedure, training of men, general product promotion. Excellent record with present company, from which I have been on leave since accepting Air Force Commission in May 1942. Complete references. Age 42. Write Box 2030, Sales Management, 386 Fourth Ave., New York 16, N. Y.

"So You Need a New Payment Plan for Your Post-War Sales Force?", by Burton Bigelow, Burton Bigelow Organization, New York City. September 1 and September 15, 1943 (5 cents each)

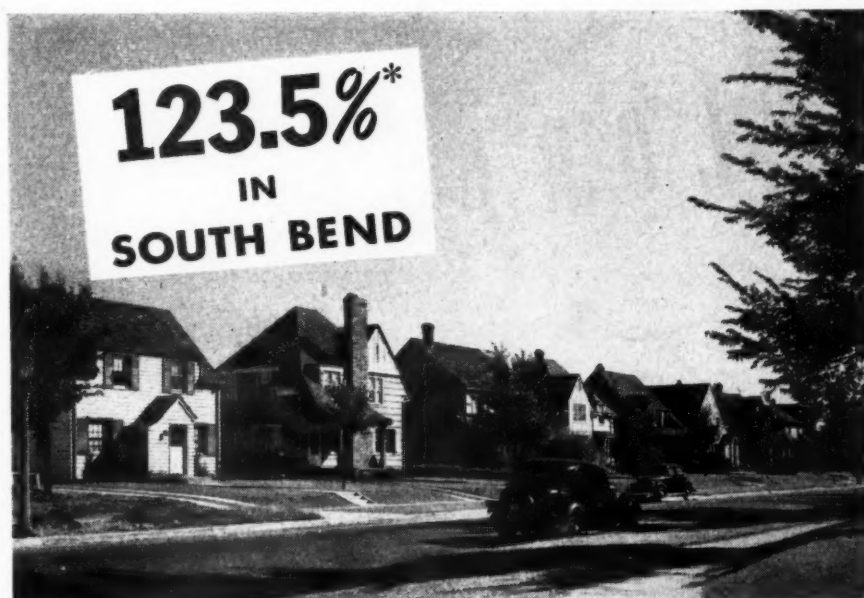
"What Kind of Salesman Will I Need in My Post-War Sales Force?" by Burton Bigelow, Burton Bigelow Organization, New York City. August 15, 1943. (5 cents each)

"Seven Major Trends to Watch in Post-War Distribution," by Burton Bigelow, Burton Bigelow Organization, New York City. August 1, 1943. (3 cents each)

"Are Department Stores the Right Channel for Your Post-War Product?" by James C. Cumming, John A. Cairns & Co., New York City. November 20, 1943. (3 cents each)

"Will Better Products Solve Your Post-War Competition Problem?" by Fowler Manning & Co., Management Consultants, New York City. July 1, 1943. (3 cents each)

"12 Errors to Avoid in Planning Your Post-War Sales Training Program," by William Rados, secretary-treasurer, National Society of Sales Training Executives. June 15, 1943. (3 cents each)



* 123.5 percent coverage of all homes

The circulation of The South Bend Tribune is 47,569 in the South Bend city zone. This zone, according to the Audit Bureau of Circulations, includes both South Bend and Mishawaka and the circulation is 123.5 percent coverage of the homes in both cities. This is complete coverage, *plus!*

The Tribune, the only daily paper in St. Joseph County, also dominates the entire surrounding area. The total circulation of 82,000 is the largest of any daily newspaper in Northern Indiana and Southern Michigan—the largest between Indianapolis and Grand Rapids.

The Tribune has made a gain in circulation each month for eleven consecutive years. This, despite every effort in recent years to keep the circulation down. This amazing record began in August, 1933, when the circulation was 31,000. An average of 386 new subscribers has been added every month for 132 months.

Buyers of space are naturally becoming more interested in The Tribune. It is a great buy for the post-war period.

The South Bend Tribune

"Newspapers Get Immediate Action"

STORY, BROOKS & FINLEY, INC. National Representatives

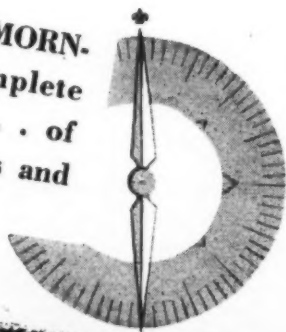


FLORIDA *jumps the gun!*

*F*lorida's not waiting for a general plan for conversion to peace time production! She's been carried forward by her own energies into expanding patterns for continuous activity . . . 52 weeks-a-year.

Florida has a tenacious grip on her last three years' gains . . . and has no intention of relaxing her hold when the days of peace arrive.

FLORIDA'S THREE GREAT MORN-
ING DAILIES give you complete
coverage . . . at low cost . . . of
Florida's three major markets and
their trading territories.



TAMPA TRIBUNE

National Representatives

Sawyer-Ferguson-Walker Co.

FLORIDA TIMES-UNION
Jacksonville

National Representatives

Reynolds-Fitzgerald, Inc.

Jann and Kelley, Inc., Atlanta

MIAMI HERALD

National Representatives

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta



The machine that never makes a mistake

• 100% accuracy is being achieved every day wherever Addressograph is used.

Once you put information on an Addressograph plate and verify it, there can be no errors whether you write that information once, twice, or a thousand times. No chance for misspelled names, wrong figures. Every writing is accurate—and perfectly legible.

But accuracy is only one Addressograph advantage. Its amazing speed and adaptability have revolutionized payroll writing, billing, inventory taking, identification, addressing, and hundreds of other everyday

paperwork jobs. Addressograph is the *easy* way, the economical way of writing anything which you write more than once.

Many companies install Addressograph methods to do *one* job—wind up with *dozens* of money-saving applications. Right now our Research and Methods Department is working with many companies in setting up methods for improving peacetime handling of paperwork as well as solving current problems. If you would like suggestions for *your* business, telephone our local agency or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio.

Addressograph

TRADE-MARK REG. U.S. PAT. OFF.

SIMPLIFIED BUSINESS METHODS

Addressograph and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation

Principles Behind Northwestern's "Arnold System" of Sales Compensation

Here is an outline of the plan adopted by the Northwestern National Life Insurance Co. to replace the long-established straight commission system for life insurance agents. The company is not yet ready to attempt an appraisal of its value, but authorities in the field believe it will prove to be something of a history-maker.

BY LARRY FITZMAURICE

A NEW system of renewal commissions for life insurance agents — called the Arnold System to Better Reward Better Service—which encourages the agent to properly select, sell and service his customers by gearing his earnings directly to the quality of his business is in the process of evaluation by the Northwestern National Life Insurance Company, Minneapolis.

Although it is particularly adapted to the life insurance field, the Arnold System makes use of certain basic principles quite applicable to many other lines of business, especially those where repeat business from already established customers and markets is a highly important factor in marketing costs. In life insurance selling, as in any other business, the opportunity for repeat sales is present when good customer relationships are maintained; and since one of the salesman's critical problems is that of finding a ready and steady market, the ratio of available repeat sales is an important factor in preventing turnover and in keeping sales costs down.

In life insurance sales, moreover, where the vast bulk of business is bought on the installment plan—on an annual premium basis or its equivalent—the importance of keeping the policy-holder on a premium-paying basis is two-fold: (1) Because of first-year commissions and other acquisition costs, a life insurance policy is put on the books with an initial loss to the company. (2) There is a "profit" on each succeeding annual premium, but it may take several years of premiums to offset the initial cost of getting the business, so the importance of high ratio premium persistency is obvious.

In the life insurance field, of course, "profit" operates to reduce cost to the policy-holder through reduction in premiums.

Originated by O. J. Arnold, president of NwNL, the Arnold System reflects his long experience in the life

insurance business and his close study of factors affecting distribution costs. During those years he has seen the salesman's job evolve from that of primarily a missionary fighting to win public acceptance for insurance against prejudice and lack of faith, into that of a skilled, conscientious adviser to a buying public, that, with relatively few exceptions, already believes in life

insurance—at least for the other fellow.

Under the commission plan which was standard for the business when the Arnold System was introduced some time ago, agents were paid a first-year commission amounting usually to 50% of the first premium plus a flat 5% of each subsequent premium paid through the next nine years. Thus an agent profited 10 times as much from the effort in selling a new customer as from the effort which resulted in an old customer continuing for another year.

The Arnold System, recognizing that competition and long-established practice are factors in any compensation scale, did not change the 50% first-year commission, but there the similarity with the old system ends. NwNL's new plan credits renewals



"Darling, for two mink coats, one persian lamb and one silver-fox—will you come back and work the switch-board 'til I can get somebody?"

SALES MANAGEMENT

only on that portion of the agent's business renewing each year above a certain fixed base or minimum renewal rate established by the company for that year, and it charges a debit on that portion which falls below the base. (Variations in over-all commissions paid due to year-to-year changes in the base ratio are very slight. Base ratios vary only in response to long-time persistency trends.) The rate of pay, or penalty, per \$1,000 of business increases sharply as the percentage renewed rises or falls above or below base. When renewals rise above the base established for a given year the agent's compensation for renewals is approximately 9% for the first renewal premium and scaled down to approximately 5% for the ninth year. These percentages are widely variable, but the general formula is the same.

In the high percentage persistency brackets, the rate of pay is high enough so that renewing a premium means almost one-fourth as much to the salesman as obtaining a new customer-premium. Under such a plan, renewal commissions soon become the dominant factor in an agent's over-all earnings. As he develops a clientele he can divide profitably his time between serving old customers and in getting new ones instead of constantly being under pressure to produce new business.

True, few businesses have identical reasons for emphasis on maintenance of favorable customer relationships, but they are all interested when turnover of market and loss of customers becomes a critical problem; there are many in which costs could be reduced if existing markets could be stabilized more than they are. Hence these principles on which the Arnold System are based can be made applicable to those seeking to stabilize markets and reduce costs.

Principles of Arnold System

Major principles embodied in the Arnold System are:

1. It ties the salesman's performance very closely to the company's profits largely by emphasis on steady, repeat or renewal customers. Proper handling of credit, sound sales controls, discouragement of high-pressure and over-selling and adequate service at time of selling and thereafter—all these are most sharply and quickly measured by the willingness of the customer to repeat or renew. Therefore the salesman's commissions are geared so that renewal or repeat business after the third or fourth year in the business becomes the dominant factor in his earnings—overshadowing his strictly new customer earnings.



Meet WHB's John Schilling — a Radio Veteran ... and our Genial General Manager!

To pioneer in radio, you begin as a "ham" about 1914... instruct in the Naval Radio School at New London, Conn., during World War I... then work for IT&T and the "Father of Radio", Dr. Lee DeForrest, in New York. You cruise some 75,000 miles as "sparks" on a tanker... then install a transmitter for an oil company at Tampico, Mexico. Along about April, 1922, you and a chap named Sam Adair build WHB in Kansas City—originally known as the "Sweeney

Automobile School" station, one of the great pioneers in American broadcasting. You manage WHB uninterrupted through the years... 1922 to 1944... and you learn a lot about how to give radio advertisers sincere service. "Sincerity" is the word for WHB's John T. Schilling... sincerity, plus modesty, ability and being always-on-the-job to serve WHB listeners and advertisers. If you want to sell the Kansas City Market, WHB is your happy medium!



For WHB Availabilities, 'Phone DON DAVIS

KANSAS CITY — Scarritt Building — HArrison 1161
NEW YORK CITY — 507 Fifth Avenue — VAnderbilt 6-2550
CHICAGO — 333 North Michigan Blvd. — CEntRAL 7980
HOLLYWOOD — 5855 Hollywood Blvd. — HOLLywood 6211

KEY STATION for the KANSAS STATE NETWORK

Kansas City • Wichita • Salina • Great Bend • Emporia
Missouri Kansas Kansas Kansas Kansas

HOOPER MORNING INDEX JULY—AUGUST MON. THRU FRI. 8-12 A. M.	Station A	Station B	Station C	Station D	WHB	Station E
	13.7	11.4	28.0	13.7	31.0	2.2
HOOPER AFTERNOON INDEX JULY—AUGUST MON. THRU FRI. 12-6 P. M.	Station A	Station B	Station C	Station D	WHB	Station E
	18.1	5.8	19.1	29.1	24.7	2.3

Sell through the Star-Studded BLUE



TO ONE TENTH
OF THE NATION!

No radio station in the land reaches more families with more good radio programs than WENR—the station that talks to one-tenth of the nation.

That fact adds up to expanding, receptive audience and that, in turn, adds up to expanding sales and profits as our roster of success stories bears witness.

Here are just a few of the stars of the Blue's constellation that keep the audience applauding and the cash register ringing:

John B. Kennedy
Mary Small Revue
Philco Summer Hour
Time Views The News
Terry & the Pirates
Jack Armstrong
Hello, Sweetheart with
Nancy Martin
Drew Pearson
Walter Winchell
Quiz Kids
Basin Street
Jimmy Fidler

Life of Riley with
William Bendix
Guy Lombardo in
Musical Autographs
Sammy Kaye's Tangee
Serenade
Spotlight Bands
Raymond Gram Swing
Famous Jury Trials
Let Yourself Go with
Milton Berle
Heidt Time with
Horace Heidt
Dunninger
Scramby Amby

Stop or Go with
Joe E. Brown
Gang Busters
Earl Godwin
Counter Spy
Keep Up With The
World
Ted Malone
Darts for Dough
Hot Copy
World of Song
Monday Morning
Headlines
Happy Island with
Ed Wynn



Owned and Operated by The Blue Network Company • Represented Nationally by Blue Spot Sales
NEW YORK • CHICAGO • SAN FRANCISCO • HOLLYWOOD • DETROIT • PITTSBURGH

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2. The base ratios required for renewal or repeat business are adjustable, moving upward or downward to reflect general persistency trends. This is in many ways the most important feature of the plan. Obviously, as the required ratio goes up, less money is earned on the repeat business and the greater is the emphasis on new accounts. But as the required ratio is lowered the more money the salesman can make on renewal business and the more attention he will devote to keeping current accounts alive. From a management standpoint this means that in depression cycles emphasis can be put on keeping existing accounts instead of management and salesmen being forced to double and redouble efforts to obtain new business in a cut-throat, price-cutting high-cost and competitive new sales market.

3. Sales policy and compensation closely geared to repeat or renewal business not only reduce the need for pressure, contests, drives and other artificial stimuli, but actually make workable those vague preachments about quality selling, fine service, a customer advisory relationship and other ephemeral didactics which nearly every sales manager in his most ethical and lucid moments preaches about, whether he practices them or not. Salesmen quickly discard high-pressure habits and learn how to develop the steady customer routine. Overhead gets healthier, credit takes care of itself, salesmen lose interest in risks, and fictitious and profitless accounts disappear of the salesman's own volition.

In recent years one of the most frequent objections voiced against selling as a career is that selling lacks stability.

WEST COAST SALES EXECUTIVE AVAILABLE. Fourteen years selling experience in San Francisco and Los Angeles market; background of specialized selling in office equipment. Particularly well acquainted in San Francisco Bay area.

Seven years as Sales Manager and assistant manager with firm now employed. No friction, well thought of by present employer, present earnings excellent, but am looking for greater opportunity than present set-up will afford for some years to come.

Forty-four years of age, healthy and energetic, college graduate, married, Christian. Ideal man for Growth business wishing to start a post war program on the Pacific Coast.

Box 2034, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

SALES MANAGER

Old company with sales of \$50,000,000 seeks services of sales promotion manager with broad merchandising experience, preferably consumer goods and industrial goods. Excellent post-war prospects. Salary—\$20,000 to \$25,000. Box 2033, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

SALES MANAGEMENT

OPEN SESAME

The news of national affairs — explained and spot-analyzed in **The United States News** — is gathered at the source by our staff of trained specialists. They have the “Open Sesame” to every important door in Washington. More than 200,000 important people rely on **The United States News** for authentic information.

Original Sources of Important News

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SENATE
HOUSE OF REPRESENTATIVES
WAR DEPARTMENT
NAVY DEPARTMENT
STATE DEPARTMENT
TREASURY DEPARTMENT
DEPARTMENT OF JUSTICE
POST OFFICE DEPARTMENT
DEPARTMENT OF THE INTERIOR
DEPARTMENT OF COMMERCE
DEPARTMENT OF AGRICULTURE
DEPARTMENT OF LABOR
FEDERAL BUREAU OF INVESTIGATION
WAR PRODUCTION BOARD
OFFICE OF PRICE ADMINISTRATION
WAR MANPOWER COMMISSION
NATIONAL WAR LABOR BOARD
OFFICE OF DEFENSE TRANSPORTATION
BUREAU OF INTERNAL REVENUE
WAR FOOD ADMINISTRATION
RECONSTRUCTION FINANCE CORPORATION
NATIONAL LABOR RELATIONS BOARD
SUPREME COURT OF THE UNITED STATES
FOREIGN ECONOMIC ADMINISTRATION
OFFICE OF WAR MOBILIZATION
OFFICE OF WAR INFORMATION
SMALLER WAR PLANTS CORPORATION
MARITIME COMMISSION
WAR SHIPPING ADMINISTRATION
NATIONAL HOUSING AGENCY
U.S. TAX COURT
SELECTIVE SERVICE
SECURITIES AND EXCHANGE COMMISSION
VETERANS' ADMINISTRATION
OFFICE OF SURPLUS PROPERTY ADMINISTRATOR
OFFICE OF ALIEN PROPERTY CUSTODIAN
NATIONAL MEDIATION BOARD
OFFICE OF THE COORDINATOR OF INTER-AMERICAN AFFAIRS
SOCIAL SECURITY BOARD
OFFICE OF THE RUBBER ADMINISTRATOR
PETROLEUM ADMINISTRATION FOR WAR
U.S. FEDERAL COURTS
CONGRESSIONAL COMMITTEES
BUREAUS, AGENCIES & AUTHORITIES OF THE FEDERAL GOVERNMENT



Daniel W. Ashley, Vice President
in charge of Advertising
30 Rockefeller Plaza
New York 20, N. Y.

NEWS OF NATIONAL AFFAIRS — more than ever important in the periods that lie ahead

OCTOBER 15, 1944

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Sales managers with long experience know this only too well. Among the first to feel the effects of a depression has always been the salesman on the front line. There is only one reason for this. That reason is steeped in the fact that most salesmen are paid primarily to get new business. The essential condition which makes most of them new business salesmen is not that they do not have service work to do—they all have it. The reason is that they are forced of necessity and subjected to pressure to rely on new business sales for an adequate living.

Yet, from a practical business point this situation ignores two essential elements: (a) That the salesman is called upon for more service when his customers find themselves facing distressed conditions and when the salesman himself finds new business efforts must be multiplied if his volume of new sales is to hold its own. (b) That the company's best interests are served at such a time by fighting just as hard to retain old customers as to obtain new ones under costly competitive conditions.

The Arnold System recognizes that

selling which is free from pressure for immediate income is the soundest kind of selling. It recognizes, also, that service to customers, especially when hard times bring financial problems to customers, is a continuous necessary part of a profitable business operation. It recognizes that every customer is entitled to continuous service, preferably by the same agent who sold him in the first place. Therefore, it believes in paying the agent in such a way that service in good times and bad cannot be neglected.

Arnold System vs. Depression

To illustrate how the Arnold System helps an agent meet a depression, assume that the agent during good times produced \$100,000 in new business a year with an average premium of \$28 a thousand. He has fixed his minimum income needs at \$2,800. Assume his business renews at a high level of persistency. Under the old system of renewal commissions the agent in that current year could rely on having \$1,000 on renewal earnings, probably coming in rather irregularly during the course of the year. Under the Arnold System he could rely on having \$2,000 in renewal commissions approximately, and this comes to him in regular equal monthly checks of \$170. Under the old system he would have to make up in new business commissions the difference between \$1,000 and \$2,800 in new business commissions. To do so, at \$14 per thousand (50% first year commission) he would have to produce more than \$130,000 of new business.

Under the Arnold System slightly more than \$52,000 of new business would give him the \$2,800 he was seeking; the \$130,000 of new business required to do this under the old plan

NASHVILLE



—Tenn. Conservation Dept. Photo

ONLY existing replica of the classic temple of Pallas Athene, the Parthenon at Nashville—like its ancient counterpart at Athens—typifies this city of the fine arts, cultural center of a wide section of the country. Perpetuating many of the charming traditions of the Old South into the modern way of life, Nashville is distinguished today for its high standards of living and its appreciation of better things. For the advertiser, Nashville's two great newspapers cover this choice market to the point of saturation.

NASHVILLE CITY ZONE POPULATION 257,726
NASHVILLE MARKET POPULATION 920,843

Nashville Banner The Nashville Tennessean
 EVENING MORNING SUNDAY
 NEWSPAPER PRINTING CORPORATION, AGENT
 Represented by The Branham Company



**WE NEED
RIGHT NOW
ONE SALES MANAGER
SALARY \$7500**

... plus Unusual Bonus and Commission arrangement.
 It's Full Speed Ahead with the Revolutionary Fish CARBURETOR. We've been given AA1 Priority and are NOW manufacturing for civilian use. Orders are pouring in. We need an ORGANIZER Right Away.
 WRITE . . . WIRE .
 TELEPHONE

• The J. R. FISH •
RESEARCH & ENGINEERING CO.
 AGAWAM, MASSACHUSETTS

SALES MANAGEMENT

would push his earnings for that year up to \$3,880.

Thus by reducing the drag against costs caused by high lapses, it is possible under the Arnold System to pay this agent who has a high persistency record approximately twice the renewal commissions in his 10th year as he would have received under the old plan, while the company has at the same time reduced its costs.

Security for the salesman demands more than adequate defenses against changing sales conditions and depressions. It demands defense against his future when age will detract from his energies. Most sales careers offer too little protection against this hazard. That is why men seeking a sales career frequently inquire if adequate rewards call for continuous extraordinary effort which, as men grow older, they cannot maintain. Or, are year-by-year efforts cumulative so as to build future permanence and security with each year in the business?

It is frequently said of a commission salesman that he is "in business for himself." This is true in but one respect: He sets his earning limit by his efforts. But here the analogy ends. The commission salesman seldom owns his stock of goods, his office, or even his desk.

Just Rewards for Service

More than that, too often he has inadequate limits on the profits he can derive from the business he has developed. Frequently his return from that business does not cover the cost of serving his clientele, so that the business he has built often becomes a liability rather than an asset.

The Arnold System clearly perceives that an agent who is to be permanent and secure must maintain a sound balance between new sales and service activities. It recognizes that continuing new sales are as essential as continuing old customers, and the System is designed to pay the agent to maintain his community good-will, which is the foundation of all future sales. It recognizes that new sales are necessary to a going concern, but that they are profitable only so long as they produce permanent, satisfied customers. It combines the rewards from new sales and from service in such a way that the continuing customer yields high rewards, whereas the customer who lapses adversely affects the agents' total income as to make the customers unprofitable to him.

It offers no incentive to bolster earnings by submitting poor quality business poorly sold, but it greatly enhances the incentive to build a volume of sales well sold.

OCTOBER 15, 1944

PAGES ARE 594% STRONGER
IN THIS
Swing-O-Ring
LOOSE-LEAF CATALOG!

NOT 3
BUT 23
RINGS

gives this 11" x 11"
Swing-O-Ring cata-
logue over 594%
greater page strength
than ordinary... 3
ring loose leaf bind-
ers, by actual test
on a Scott testing
machine.

GE
GENERAL
ELECTRIC
FIBERDUCT
DATA
MANUAL

GREATER GRIPPING SURFACE
THAN ORDINARY RING BINDERS
Note how Swing-O-Ring's rectangular
punching reduces the strain on pages.

PUNCHES AND BINDERIES
THROUGHOUT U. S. AND CANADA

DON'T WAIT!
OUR POSTWAR PRIORITY
PLAN GIVES YOU PREF-
ERENCE ON MATERIALS
AND PRODUCTION
WRITE TODAY

THIS EXPENSIVE
LOOKING 23 RING
BINDER COSTS
NO MORE THAN
ORDINARY 3 RING
BINDERS

Swing-O-Ring INC.
Division of The Fred Goat Co., Inc. • Est. 1893
314 DEAN STREET • BROOKLYN 17, N. Y.

There's a SALES JOB Coming Up...

No industry has been harder pressed than the food industry in meeting the demands of war.

Four years of top-speed operation with no inside track on priorities have left the majority of food plants badly in need of new equipment. When war restrictions are finally lifted, processing equipment manufacturers will have a field day.

Food Industries magazine and the Food Industries Catalog & Directory are read and used by the men who buy for the food processing industries. They'll be read and used even more in the welter of buying and selling that will certainly come, postwar.

FOOD INDUSTRIES
A MCGRAW-HILL PUBLICATION
330 West 42nd Street New York 18, New York

Competition
OUR EDITORS
LIKE

It's the competition for reader-interest of the informative, well-planned advertising in each issue of *Boot and Shoe Recorder*. It helps make our publication the "NATIONAL VOICE OF THE TRADE," and provides additional data on styles, leather, accessories and merchandising ideas—as well as profitable results for the alert supplier who uses it consistently. Do you?



Recorder
Published Twice Monthly
BOOT and SHOE
NATIONAL VOICE OF THE TRADE
A Chilton Publication
100 East 42nd Street, New York 17, N.Y.

Not only does the Arnold System accomplish these goals for the agent, but the company's insistence upon the fact that each sale shall carry with it the satisfaction of a continuing customer has been driven home to its national sales organization as the fundamental policy of both the company and its agents. Under the Arnold System the permanent values a salesman builds for himself yield him the greatest eventual rewards.

The spirit of this company-agent-customer policy is carried through in all NwNL national advertising. A typical full-page magazine advertisement recently carried the following message: "Sound advice when you buy life insurance, and a helpful watch over your changing needs thereafter, can give you peace of mind and save you money. Your NwNL agent is not only trained but PAID to serve you in this way; his earnings depend primarily not on the insurance you buy, but on the insurance you keep in force because it SATISFIES you."

In 1943 NwNL insurance in force was nearly 10% greater than insurance in force at the end of the preceding year. With taxes and costs of operation on the upgrade generally in wartime, it might reasonably be expected that the over-all expenses of management would rise. However, exactly the opposite was true. Against this tide of rising taxes and prices, and with more policyholders than ever to serve, NwNL actually spent fewer dollars for management in 1943 than in 1942.

In a recent report to policy-holders

the company said: "Economy in operation can be attributed in part to close control of management costs, made possible by effective cooperation of all departments. But a large part of the credit for this achievement is traceable to the Arnold System of compensation for agents. The improving quality of the company's business shows a sharp progression in the ratio between new ordinary insurance issued and net gain in ordinary insurance in force.

"This is an extremely healthy trend. It is just another way of saying that each \$1,000 of new business sold adds a much larger amount to the company's total insurance in force than was true a few years ago, because fewer policies are going off the books through lapse, usually at a loss to the company as well as the policy-holder."

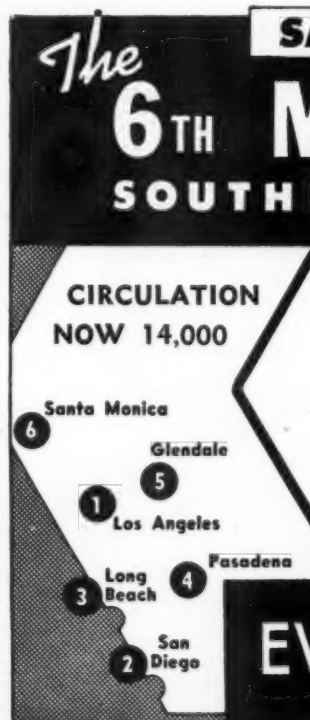
Observing the Arnold System, its originator and strongest advocate says: "Conceived in rough outline during the depression years and developed in its present form the way has been paved to increase substantially the earnings of those agents whose business persists well and the company has assured the policy-holder of impartial service regardless of type of policy or premium rate."

The new commission system marks the longest single stride the company has yet taken in the direction it has steadily been moving toward for a decade. This is toward better, more persistent business, and in so doing the company can compensate the agent adequately and in direct proportion to the quality of the service he gives.


The SANTA MONICA
6TH MARKET IN
SOUTHERN CALIFORNIA

CIRCULATION
NOW 14,000

EXCLUSIVE READERS
A cross-section survey made in March 1944 revealed that among Outlook subscribers **65.2% TAKE NO OTHER PAPER!**
A Separate Market 16 Miles West of Los Angeles
Represented Nationally by West Holliday Co.



EVENING OUTLOOK



"All the News
That's Fit to Print"

VOL. XCIV ... No. 31,658.

BRITISH
ECO

During the first nine months of 1944, The New York Times published 7,074 columns (2,122,204 lines) more news than any other newspaper.

In order to accomplish this presentation of news, since newsprint is limited, The Times during this period had to omit several millions of lines of advertising offered it for publication.

The New York Times

"All the News That's Fit to Print"

Servel Publishes Study of Post-War Freezer Market

ELECTRIC Refrigeration and Air Conditioning Division of Servel, Inc., Evansville, Ind., is currently placing in the hands of distributors and manufacturers of farm and home freezers a brochure, "A Study of the Farm and Home Freezer after the War," in which the company has summarized facts from many sources about the post-war freezer market. Servel's interest in the field arises out of the fact that they sell commercial condensing units.

The study reports: That consumption of quick frozen foods of all kinds increased from about 125 million pounds in 1936 to 650 million pounds in 1943, an increase of 520%. (Source: *Quick Frozen Foods* magazine.)

... That estimates of the number of people using packaged frozen foods vary from 13.8% (Source: General Foods Corp. survey) to 18%. (Source: *Quick Frozen Foods*.)

... That by the end of 1944 there will be approximately 7,500 locker plants serving 3,000,000 families. (Source: 1943 Guide Book of the Frozen Food Locker Industry).

... That, of these lockers, as of January 1944, 61% are located in the North Central States, 27% in the Western States, and the remainder scattered. (Source: *Electrical Merchandising*.) Nearly three-quarters of all plants are located in towns of less than 5,000 population.

... That even though the large proportion of lockers is now located in small towns or agricultural areas, they are spreading to cities and to towns suburban to larger cities. (Source: *Good Housekeeping*.)

Servel summarizes post-war sales opportunities for freezers in the farm market, in the suburban and small town market, and the urban market, then breaks down basic factors for durability and performance in freezer units.

The company's conclusion: That "... this market will have much to offer those who plan for it now ... that the steady growth in the consumption of frozen foods and the use of locker plants will result in a tremendous demand for farm and home freezers."

WHAT! STOP MAILING SALESMEN'S EXPENSE CHECKS? — Sure! They're slow, costly, risky, miss appointments, lose sales. Instead, change to simple, modern *Travelletter*. Used by thousands of firms, all types, 1 man to 1000. No errors, no delays, remarkably low cost. Special "Plant Coverage Plan," only \$1 per traveler. Write for application blanks or complete information, to the Travelletter Corporation, Dept. 6, 342 Madison Ave., New York 17, N. Y. **TRAVELETTER**

Levelcoat* PRINTING PAPERS

A PRODUCT OF
**Kimberly
Clark**
RESEARCH

Distributed by

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Chicago..... Chicago Paper Company
Chicago..... Zellerbach Paper Company
Springfield... Capital City Paper Company

INDIANA
Indianapolis... Crescent Paper Company

IOWA
Des Moines..... Carpenter Paper Company
Sioux City.....

KANSAS
Topeka..... Carpenter Paper Company
Wichita..... Western Newspaper Union

KENTUCKY
Louisville..... The Chatfield Paper Corp.

LOUISIANA
Baton Rouge... Louisiana Paper Co., Ltd.
New Orleans... The D and W Paper Co.
Shreveport.... Louisiana Paper Co., Ltd.

MARYLAND
Baltimore..... Baltimore Paper Company, Inc.

MASSACHUSETTS
Boston..... Carter, Rice & Company Corp.
Worcester.... Charles A. Esty Paper Company

MICHIGAN
Detroit..... Scaman-Patrick Paper Co.
Grand Rapids... Carpenter Paper Company

MINNESOTA
Duluth..... John Boshart Paper Company
Minneapolis... Stilwell-Minneapolis Paper Co.
St. Paul..... E. J. Stilwell Paper Co.

MISSOURI
Kansas City... Carpenter Paper Company
St. Louis..... Beacon Paper Company
St. Louis..... Shaughnessy-Kniep-Hawe Paper Co.
St. Louis..... Tobey Fine Papers, Inc.

MONTANA
Billings..... Carpenter Paper Company
Great Falls.....

NEBRASKA
Lincoln..... Carpenter Paper Company
Omaha.....

NEVADA
Reno..... Zellerbach Paper Company

NEW JERSEY
Newark..... J. E. Linde Paper Company

NEW MEXICO
Albuquerque... Carpenter Paper Company

NEW YORK
Albany..... Hudson Valley Paper Company
Brooklyn..... A. Price & Son, Inc.
Buffalo..... Paper Service, Inc.
Buffalo..... Union Paper & Twine Co., Inc.
New York..... Baldwin Paper Company, Inc.
New York..... Bulkley, Dunton & Co.
New York..... The Canfield Paper Co.
New York..... Forest Paper Company, Inc.
New York..... J. E. Linde Paper Company
New York..... A. Price & Son, Inc.
New York..... Royal Paper Corporation
Rochester..... Paper Service, Inc.
Syracuse..... Paper Service, Inc.
Troy..... Troy Paper Corporation

NORTH CAROLINA
Charlotte..... Dillard Paper Company
Greensboro.....

NORTH DAKOTA
Fargo..... Western Newspaper Union

OHIO
Cincinnati... The Chatfield Paper Corp.
Cleveland..... The Petrequin Paper Company
Columbus..... The Scioto Paper Company
Toledo..... The Ohio & Michigan Paper Co.

OKLAHOMA
Oklahoma City... Carpenter Paper Company
Tulsa..... Tayloe Paper Company of Oklahoma

OREGON
Eugene..... Zellerbach Paper Company
Portland.....

PENNSYLVANIA
Philadelphia... Paper Merchants, Inc.
Philadelphia... D. L. Ward Company
Pittsburgh... The Chatfield & Woods Co. of Pa.

RHODE ISLAND
Providence.... Carter, Rice & Company Corp.

SOUTH CAROLINA
Greenville..... Dillard Paper Company

TENNESSEE
Chattanooga... Bond-Sanders Paper Co.
Jackson..... Carroll Paper Company
Knoxville..... Southern Paper Company
Memphis..... Tayloe Paper Company
Nashville..... Bond-Sanders Paper Co.

TEXAS
Austin..... Carpenter Paper Company
Dallas.....
Fort Worth...
Harlingen...
Houston..... L. S. Bosworth Co. Inc.
Lubbock..... Carpenter Paper Company
San Antonio...

UTAH
Salt Lake City... Zellerbach Paper Company

VIRGINIA
Richmond..... Cauthorne Paper Company

WASHINGTON
Seattle..... Zellerbach Paper Company
Spokane.....
Walla Walla...
Yakima.....

WISCONSIN
Milwaukee..... The Bouer Paper Company

KIMBERLY-CLARK CORPORATION

Established 1872 • Neenah, Wisconsin

New York: 122 E. 42nd St. • Chicago: 8 S. Michigan Ave. • Los Angeles: 510 W. 6th St.

*TRADE MARK

SALES MANAGEMENT



**It takes tons of
PAPER to put soap
in your home**

In creating the mountains of soap consumed by our well-scrubbed nation, PAPER is used 3,600 different ways.

Directing America's vital soap production are hundreds of silent "foremen"—the *paper* charts, formula slips, analysis reports, and instrument graphs in every plant.

They tell how to regulate manufacturing temperatures and pressures, and how ingredients should be compounded. They check on purity of raw materials.

Truly, paper is an essentiality in the soap industry. In 1944 alone, it needs more than 190,000,000 pounds to produce 2½ billion bars of soap.

**KIMBERLY
CLARK**

CORPORATION

NEENAH, WISCONSIN

*Levelcoat** PRINTING PAPERS

While conserving our nation's critical resources wherever possible, Kimberly-Clark is manufacturing the highest quality Levelcoat Printing Papers that can be made under wartime restrictions.

*TRADE MARK



SAVE WASTE PAPER—Paper is a vital war material. It is the duty of every American to make full use of each piece—to save all waste paper and have it collected regularly.



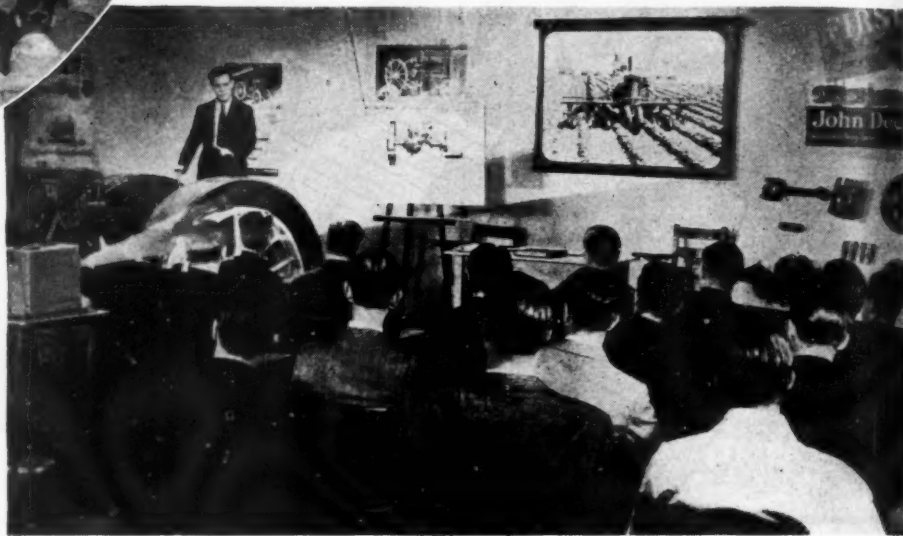
OCTOBER 15, 1944

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"There is sheer magic in it. And what the Army and Navy can do, industry can do, too." The progress made in visual education through the use of films during the war has been tremendous. And the techniques developed for training men in the Armed Forces are quickly being translated into industrial tools. Already we find dealers (see below) gaining information about products through films, and at the same time learning how to operate projectors for their own use in developing the skills of peacetime manpower.

Based on an interview with
SAM G. ROSE
*Executive Vice-President,
Victor Animatograph Corp.
Davenport, Ia.*



Coming Post-War: Huge Expansion In the Use of Industrial Films

It took a war to demonstrate the real value of films as training tools. We can expect hundreds of new applications for their use after V-Day, especially in the training of the thousands of salesmen who will be needed to sell our expanded peacetime production.

EXPERIENCES gained in the training of Army and Navy personnel by the United States Government, and its Allies as well, forecast a vastly widened use of films after the return of peace. One of the present-day miracles has been the speed-up in the education of men, many of them raw recruits, through motion pictures. As a result of the techniques perfected by governments, industry after the war is over will adopt similar practices on a broader scale than was dreamed of before the war.

That is the opinion of Sam G. Rose, executive vice-president, Victor Animatograph Corp., Davenport, Ia., as

voiced to a writer for SM recently. It goes even farther than mere technical training. Mr. Rose points out how Russia used films to cement that enormous and scattered nation into a single unit—a unit with a united purpose.

"To understand the power of films, properly used," Mr. Rose says, "you need only to picture what that nation was before Hitler invaded it. Russia was a loosely knit group of peoples and tribes ranging from the White Russians on the west to Tartars and Mongolians on the east. They spoke more than forty distinct languages. There were countless dialects. Some were merely wandering nomads.

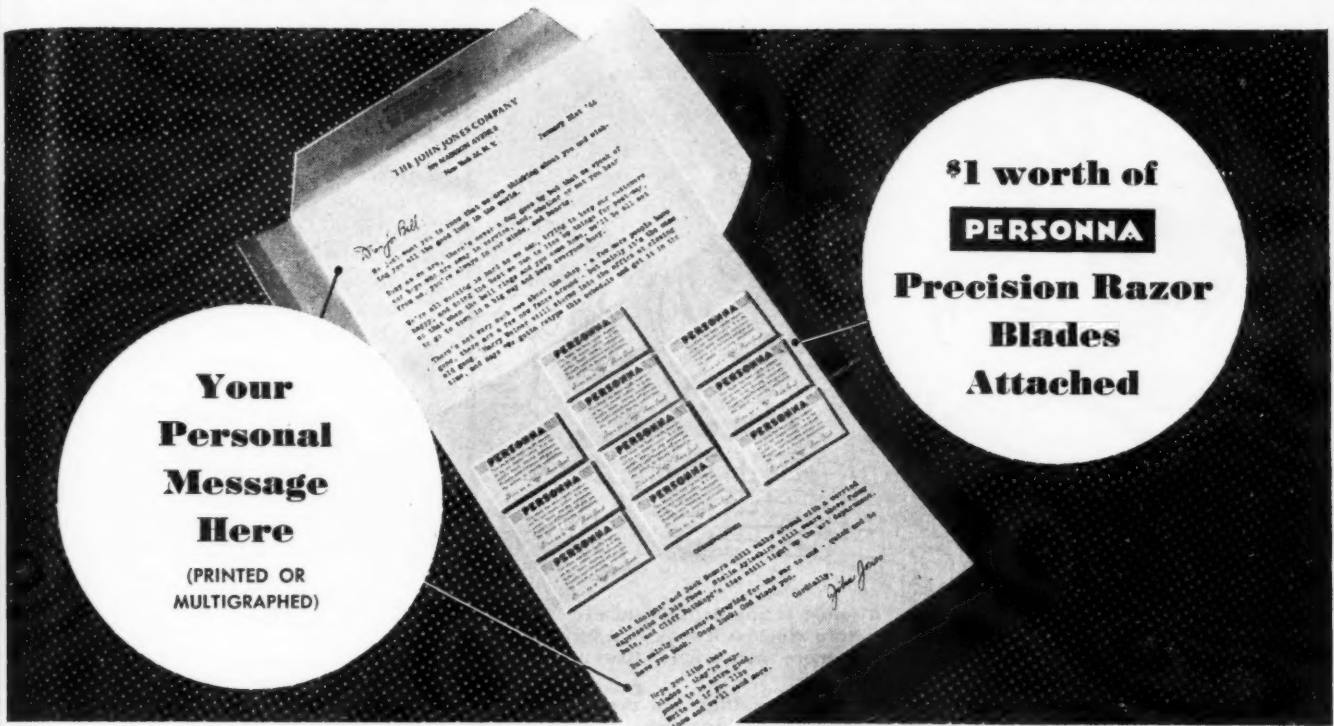
"When the crisis came there was only one universal language—pictures. Sound films were made. Local and tribal languages were dubbed in. They were used to put over the story, to build solidity and morale, and to show how to build and use war equipment. It was the most startling mass education of a vast and scattered people that is known in the history of the world.

"While this was going on in Russia the United States was taking youth from hills and farms, hundreds of thousands of boys, and making soldiers, sailors and technicians out of them with whirlwind swiftness—through the use of films.

"In a large measure there is sheer magic in it. And what the Army and Navy can do industry can do. Visual education through films has advanced rapidly in recent years, but wartime services have speeded it up and made its potential realized almost over night. It is one of the biggest things that

The New, Different Way to Send a Greeting and a Gift to Employees in the Services

(OR TO YOUR EMPLOYEES AT HOME, YOUR CUSTOMERS, OR OTHER BUSINESS CONTACTS)



The Personna Blade Letter

SERVICEMEN want razor blades. They *need* razor blades. They'll be doubly pleased to get these famous precision blades which help them to get a slicker, smoother shave under all conditions. Civilians on your regular gift list always appreciate blades—especially these precision blades famous as the world's finest.

PERSONNA BLADE LETTER—contains 10 keen-edged Personna blades, securely wrapped and held . . . plus room for a cheerful message from the head of the firm or from the "gang back home." An ordinary Christmas greeting is welcome of course . . . but a Personna Blade Letter shows you thought enough of your men to send them something special.

IT'S VERY SIMPLE — We will multigraph your message for you and deliver the Personna Blade Letters en masse to you. You address them, seal them, and send them First Class

Mail. 6c postage speeds them anywhere. No request is needed so Personna Blade Letters may be sent any time.

THE VERY FINEST—Personna Blades are hollow-ground, of finest premium steel . . . leather-stropped like a barber's razor. Made much more slowly and carefully than ordinary mass-production blades, and inspected 17 different times, each Personna Blade is a truly fine precision instrument.

PERSONNA BLADE COMPANY, INC.
599 Madison Avenue, New York 22, N. Y.

We like the idea of sending Personna Blade Letters as greetings. Please quote us prices on Blade Letters.

NAME OF FIRM.....
ADDRESS.....PHONE.....
CITY AND ZONE.....STATE.....
PERSON TO CONTACT.....

Use this Form for convenience



IT'S SOLID



A squint at any Department of Agriculture report will show that farmers have more money today than ever before.

Here in Sioux City, and the great four-state agricultural community which we serve, that fact is pregnant with more possibilities than a drove of brood sows.

Our farmers have wanted lots of things they haven't been able to buy. But as soon as peace brings the products—watch out! They're going to be the "buyingest" bunch in the whole country.

It's solid, Buh, from the ground up. One of your best postwar markets is

**GREATER
SIOUX CITY**

COMPLETE COVERAGE BY ONE MEDIUM



**The Sioux City Journal
JOURNAL-TRIBUNE**

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.

NEW YORK — CHICAGO — DETROIT
ATLANTA — SAN FRANCISCO

has come out of the war and a mighty factor in the success of our Arms.

The industrial use of films dates back to about 1910, Mr. Rose explains. The 16mm film came into use in 1923. Color film got its start only some seven years ago. Each was a step forward. All 16mm films are printed on non-inflammable stock.* This standardization was found necessary because, largely used by amateur or unskilled operators, safety was a first requisite. More, the professional type film, 35mm, was too costly for general use.

In the beginning the use of 16mm motion pictures was largely centered in sales work. Corporations such as International Harvester Co. and John Deere & Co. used them to tell their story to groups of farmers. They were taken to state and county fairs and to towns and villages where they were shown under canvas or in theaters or halls to invited groups. Often hot dogs and sandwiches were used for a lure and sometimes door prizes were given.

Back in the beginning all films were silent. With the addition of sound their values increased rapidly. Standardized selling talks more and more reached for perfection. Not only could the perfected presentation be given to groups, in exactly the same words and with the same illustration, in endless succession, but the salesmen who were to go out and sell orally learned through films just how the job was to be done. All this was only a step.

* Alexander F. Victor, president, Victor Animatograph Corp., designed the world's first 16mm camera and projector. He also led the fight, to standardize industrial film in 16mm width and, for the sake of safety, to use only non-inflammable film. His foresight and initiative as a result made present-day achievements possible.

DO YOU WANT CALIFORNIA DISTRIBUTION?

Substantial distributor and jobber with aggressive sales organization is desirous of representing limited number of manufacturers for the sale of their products in California. Excellent warehouse facilities.

MAHL COMPANY

3081 East Slauson Ave.
Huntington Park, California

SALES MANAGEMENT



You Know Where Your Advertisement Is Going When You Know It's Going HOME

Giving voice to the preferred value of *home* circulation is not mere sales-argument, but a statement of **BASIC** truth. It is a truth confirmed by the fact that advertisers, for 43 consecutive years have placed more Total Display Linage in The Chicago Daily News than any other Chicago newspaper — morning, evening or Sunday.*

The Daily News is an evening and *home* newspaper. Its audience is Chicago's key-audience. And a *home* audience. More than a million reader-friends have chosen it as good companion and good counsellor. And these readers are *home* readers.

Advertisers would not, year after year, make The Daily News a **BASIC** instrumentality in their marketing plans if this *home* newspaper and its *home* readers did not reward them with profitable response. Business executives all over the nation rank The Daily News as

CHICAGO'S BASIC ADVERTISING MEDIUM

*For fair comparison, liquor lineage omitted since The Daily News does not accept advertising for alcoholic beverages.

THE CHICAGO DAILY NEWS

FOR 68 YEARS CHICAGO'S HOME NEWSPAPER
ITS PLACE IN THE HOME IS ONE OF
RESPECT AND TRUST

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO
DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza
SAN FRANCISCO OFFICE: Hobart Building

OCTOBER 15, 1944

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HOW MANY FIRMS WANT THIS POSTWAR BUSINESS NOW?

HERE ARE SOME OF THE
THINGS HOTELS NEED TODAY:

(CHECK YOUR OWN PRODUCTS HERE)

- ☐ Kitchen Knives, 84,000
- ☐ Sauce Pans, 63,000
- ☐ Garbage Cans, 79,000
- ☐ Toasters, 6,000
- ☐ Ranges, 4,500
- ☐ Stock Kettles, 6,300
- ☐ Carpets, 14 million yards
- ☐ Upholstery & Drapery Material, 21 1/2 million yards
- ☐ Bed Lamps, 2.7 million
- ☐ Floor Lamps, 350,000
- ☐ Table Lamps, 329,000
- ☐ Vacuum Cleaners, 32,000
- ☐ Castors, 590,000
- ☐ Brushes, 61,000
- ☐ Furniture, 28 million dollars
- ☐ Silverware, 14 million dollars
- ☐ Chinaware, 7.5 million dollars
- ☐ Glassware, 4.2 million dollars
- ☐ Electric Irons, 10,000
- ☐ New Machines, 2.9 million dollars
- ☐ New Boxes, 2 million dollars
- ☐ Cooling Coils, 1.4 million dollars
- ☐ Paint, 6 million dollars
- ☐ Wallpaper, 1.9 million dollars
- ☐ Tile, 2 million dollars
- ☐ Flooring, \$625,000
- ☐ Wallboard, \$340,000
- ☐ Waterpiping and Valves for 1,900 hotels
- ☐ Bathtubs, for 1,700 hotels
- ☐ Toilets for 2,300 hotels
- ☐ Bowls for 1,800 hotels
- ☐ Faucets for 3,500 hotels
- ☐ Motors for 1,400 hotels
- ☐ Switches for 1,900 hotels
- ☐ Wiring for 2,600 hotels
- ☐ Electrical Outlets for 1,500 hotels
- ☐ Bulbs for 2,400 hotels
- ☐ Fuses for 2,000 hotels
- ☐ Steam Piping for 1,200 hotels
- ☐ Valves for 1,600 hotels
- ☐ Steam Straps for 1,500 hotels
- ☐ Roofing for 850 hotels
- ☐ Windows for 400 hotels
- ☐ Frames for 250 hotels
- ☐ Fire Escapes for 400 hotels
- ☐ Incinerators for 800 hotels
- ☐ Waterproofing for 450 hotels
- ☐ Weatherstripping for 700 hotels
- ☐ Revolving Doors for 1,100 hotels

Above estimates based on a survey recently completed by American Hotel Association.

Read what Krug of WPB states: "We plan to take controls off almost all materials except those needed to beat Japan."

THE public has no idea what hotels have been up against during the war.

Every room occupied, almost every night. Dining rooms crowded, kitchens and linen-rooms taxed to capacity. Hotel equipment has endured treatment it was never meant to stand. And little of it has been renovated or replaced, in all these war-torn years.

Hotel Management has been getting this market ready for you. Thanks to restrictions now being lifted, hotels are now out to buy almost anything they can lay their hands on.

The time to go after this market is not "postwar" but now. The time has come to sell—sell—sell—through the pages of *Hotel Management*.

Ahrens Publications

HOTEL MANAGEMENT

RESTAURANT MANAGEMENT • HOTEL WORLD-REVIEW

71 Vanderbilt Avenue, New York 17, N. Y.

333 N. Michigan Avenue, Chicago 1, Ill

Representatives: Blanchard-Nichols Osborn, 805 C & S National Bank Bldg., Atlanta 3, Ga.; Blanchard-Nichols, 100 Bush St., San Francisco 4, Calif.; Blanchard-Nichols, 448 South Hill St., Los Angeles 13, Calif.



Sam Rose, Victor Animatograph Corporation's executive vice-president, chats with Alexander F. Victor, president. Mr. Victor designed and produced the first 16-millimeter motion picture projectors and cameras in the world 21 years ago. Mr. Rose holds the modern, streamlined camera, while at the left on the table is its version of 21 years ago. Next is the first projector ever manufactured as compared with newest projector at the right.

Visualized education was shortly adapted to high schools, colleges and universities. It was found that a compact, light-weight instrument could be set up in distant and out-of-the-way lands and the same story carried to unschooled natives who could not read or who did not know English.

As a direct result of lessons learned through wartime use of films more than 300 manufacturers in the United States are today clamoring for 16mm projecting outfits to be used in the Latin Americas alone. They will be used to sell everything from railroad and mill equipment on down through trucks, tractors, garden rakes and hoes, to soft drinks and chewing gum.

When they are carried out into the mountains and jungles, beyond electric power, portable outfits engined with gas or other fuel will make the electricity for projection units. No settlement, be it in the tropical forests or the farthest atoll in the Pacific or the deserts, is today beyond the motion picture. In the most remote spots the native can see, in films, the product and he can see how it is used.

In most cases a complete story can be told in ten minutes. If the company wishes, the goggled-eyed native can be shown factory scenes, the product in the making, and to him this surely must fit into the realm of the miraculous. It will convince foreign peoples everywhere of the might and power, the science and inventiveness, and the brilliance of America and its ability to produce.

"I believe that pictures will be a great factor in convincing other nations that it will be useless in the future to think of making war against the United States," says Mr. Rose. "I believe that pictures will be a safeguard of our peace in the future."

The British today, Mr. Rose points out, are planning an educational campaign aimed at the 600,000,000 people in India. Pictures will be used to advance the 400,000,000 people of China. Pictures will lift and inspire all these peoples and make them want better things. "I know of one program," he says, "in the making today, that will call for 10,000 projectors but I can't say more than this about it."

It is estimated, and probably conservatively, that the Federal Government has employed more than 25,000 projectors in the wartime education of its Armed Forces alone. Additional thousands have been used for various non-military purposes. Soldiers and sailors, in groups often of about 35, are shown the techniques of handling tools and weapons, how to make repairs, how to do this task and that.

Films, with instructors explaining them, often precede manual demonstrations. The men first see the job done. After that they are told to do it themselves. Officers maintain that this cuts learning time considerably. It is all important because millions of men had to be trained to do new tasks at break-neck speed.

The picture, it is admitted, will not do the job alone. The film is a training aid. Practice calls for the instructor to preview the film, familiarize himself with it, and then voice comments and observations. Usually he prepares the class by telling the men: (a) what the film will show; (b) why it is being shown; (c) what the men are expected to get out of it.

As a general thing the class is invited to ask questions and enter into discussions. The men are urged to inquire into anything that is not clear to them. If the class has not seemed

Something Important to Remember

**PIN-UP HAWAII
ON YOUR SALES MAP**



IN HAWAII, the population is greater than it was before. Latest population figures released by the Honolulu Chamber of Commerce show that Hawaii has a civilian population of half a million.

In Hawaii, the prosperity of these residents is significantly indicated by this fact — it is the only territory or state to exceed all its war bond monthly quotas, as well as its quotas in the first four war loans.

In Hawaii, there is a definite preference for nationally known products and merchandise of all kinds.

All of this should persuade you to *Pin-Up Hawaii on your sales map*. Now that the time has come for you to

re-enter or enter Hawaii with intensified sales and advertising programs, remember this — in Honolulu, where the concentrated population of Hawaii is, the Honolulu Star-Bulletin has a carrier delivery to nine out of ten homes.

Honolulu Star-Bulletin

OVER 150,000 DAILY CIRCULATION

FOR INFORMATION REGARDING SALES REPRESENTATIVES AND DISTRIBUTORS IN HAWAII, WRITE TO SPECIAL SERVICE DEPARTMENT, HONOLULU STAR-BULLETIN, HONOLULU, T.H., OR O'MARA & ORMSBEE, INC., NEW YORK, CHICAGO, DETROIT, SAN FRANCISCO, LOS ANGELES

OCTOBER 15, 1944

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DOWN SOUTH
IT'S...

W
L
A
C

NASHVILLE
TENN.



50,000 WATTS
gateway to the rich
Tennessee Valley



represented by
PAUL H. RAYMER CO.

to grasp the entire subject, the film will be re-run. Whether the film puts the story across often can be proved by a test in actual practice.

In illustrating mechanical processes or manual techniques the films have been found to be a remarkable short-cut in learning. A green boy, on seeing an expert do some particular job, naturally falls into doing the same thing in the same manner after he has seen it done on a film. This more quickly brings professional methods and handling through copying movements and processes, but it actually cuts down the learning time.

When the war is over thousands of instructors, trained by the Army and Navy in film instruction, will return to private life. These will be available to industrial plants that may want to take advantage of what they have learned in training the millions of men in the services.

"If you can train a boy or girl to run a lathe in a fraction of the time formerly employed, through the use of a film," Mr. Rose maintains, "then you can do the same thing in almost any kind of teaching. You can apply the same thing to almost any form of manufacture or you can apply it to training him to sell.

"Let me point out something else. When peace comes war orders will suddenly stop. If materials are available, and tooling up can be done quickly, this Nation will shortly find itself facing a sales job more enormous than any it has experienced in the past. We used to think that we were mass producers. We knew little about mass production until we began to produce war materials.

"From now on we shall be mass producers on a scale never dreamed of even five years ago. So we have got to become master salesmen, mass sellers, if we are to keep ahead of manufacture. There are some who think that the old-time salesman has lost his cunning; that he has forgotten how to sell. Many of our salesmen, too, have slowed up with increased age.

"That means that we will have to make salesmen out of many, many servicemen who will come back from the war. Well, the quickest way to train them will be the Army way—by projecting the sales story and the product story on screens. These men already inoculated with the idea of learning through films, will be apt subjects. They'll understand what it all means."

It has been said, and probably there

Wichita KFH

—Cessna Photo



No 'Skeletons' in Boomtown's Closet

Booming Wichita doesn't hide its skeletons . . . It's these thousands and thousands of skeletal frames moving down the production lines that make Wichita the first city in the United States in factory wage-earner employment gains! It's these wage-earners who help make booming Wichita first in the great Southwest in sound, solid sales gains too . . . Yes, Wichita has important money to spend, with its permanently-placed aircraft industries and a steady backlog of agriculture and oil.

Wichita is a Hooperated City
Get the facts at any Petry Office

Your sales gains in booming Wichita will stick if you stick to that Selling Station in Kansas' Richest Market—

K F H
WICHITA

CBS

5000 WATTS DAY & NITE

CALL ANY PETRY OFFICE
SALES MANAGEMENT

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"What kind of a label is this—it says '15% Guess What'?"



is truth in it, that Germany—and other European nations—were ahead of us in the use of the film for visual education and propaganda prior to the war. Germany, before 1939, had been a big user of projecting equipment. We, while in the van of the mechanical development of picture machinery, were occupied with other things.

Our professional motion picture industry, meaning Hollywood, was tops. We spent money on theatrical pictures with abandon. We sold show films to the entire world. America had developed and standardized industrial films. It was using them. But it was not using them with the same cunning that certain rival nations had employed. We did not use them for propaganda, because we were little interested in developing global propaganda.

All this changed with the war. It did not take us long to realize that we had to tell the story of our republican form of government to the world. The film, thus, soon became a sort of public utility. If propaganda had to be done then why not mass propaganda?

Since then the 16mm industrial film has been used to tell the story of the Nation's danger, its ability to unite, to work together, to more than 125,000,

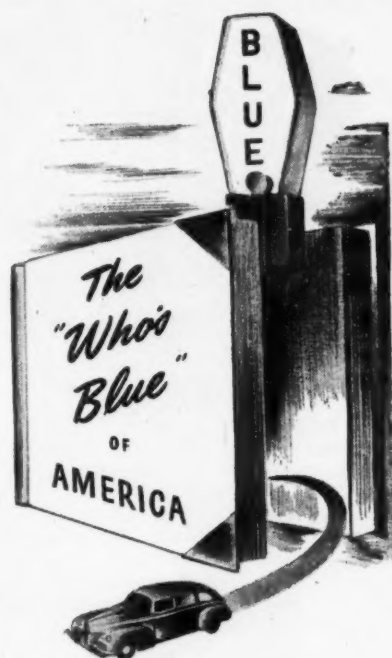
000 people. It has been used to sell Bonds in War Bond drives; shown to groups in clubs, schools, and factories.

One specific incident proves the value of films in getting specific results. The chairman of a state war finance committee said on record:

"At one meeting we took up subscriptions before we showed the film. Immediately after we showed films of the fighting front many persons in the audience voluntarily increased their subscriptions to War Bonds two and even three times. The most powerful medium we have yet used for selling Bonds is the 16mm film."

"Since the day of Pearl Harbor we have been using films to perfect ourselves in the fine art of destroying our enemies," said Mr. Rose. "Because of them we have multiplied again and again our skill in killing. Films, certainly, have destroyed hundreds of thousands of Germans and Japs . . . because they taught our boys the fine art of dealing out death.

"I am just as convinced that films have saved the lives of thousands of our boys. With peace we will put films to better uses, teaching our boys useful selling data. They will make them better salesmen."



Ford
ANOTHER OF THE
NATION'S
LEADERS

using the

BLUE NETWORK

Pioneer in progress, industrial giant, Ford is on The Blue Network Sunday through Saturday giving its Hallmark of Quality to the BLUE.

HOW YOU CAN
JOIN THE
"BLUE BOOK"
OF RADIO
ON THE
PACIFIC COAST!

A mid-afternoon fifteen minute strip is available on the Pacific Blue Network of sixteen stations. Ask us to give you the details. This is more than an availability . . . it is virtually a franchise.

New York • Chicago • Hollywood
San Francisco • Detroit • Pittsburgh

PACIFIC BLUE NETWORK

OCTOBER 15, 1944

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G.I. Joe's Post-War Career

Editor, SALES MANAGEMENT:

Attached is check for \$10 to cover two hundred copies of the article "GI Joe Asks: 'Shall I Seek a Career in Selling After the War?'" which appears in the September 1 issue of SALES MANAGEMENT.

J. S. BONNER

General Sales Manager
Southern Bell Telephone and
Telegraph Co.
Atlanta, Ga.

Editor, SALES MANAGEMENT:

I would appreciate your forwarding two reprints of the article "GI Joe Asks 'Shall I Seek a Career in Selling After the War?'" which appeared in . . . the September 1 issue . . .

WILLIAM P. GILLESPIE
Asst. Sales Mgr., Hardware Dept.
Henry Disston & Sons, Inc.
Philadelphia, Pa.

Editor, SALES MANAGEMENT:

Please have sent to me ten reprints of the article by Burton Bigelow which appeared in the September 1 issue.

KARL M. SAYLES

General Ice Cream Corp.
Schenectady, N. Y.

Editor, SALES MANAGEMENT:

Please find enclosed our check for \$5 for 100 reprints of the Burton Bigelow article . . .

J. DE JEN

Manager, Retail Development
Appliance and Merchandise Dept.
General Electric Co.
Bridgeport, Conn.

(Thousands of reprints of "GI Joe" have gone to subscribers. SM's editors considered it one of the year's four-star articles, had their judgment vindicated in response. Reprints are still available for mailings to servicemen. Price 5 cents each, remittance

with order, address Readers Service Bureau, SALES MANAGEMENT, 386 4th Ave., New York 17, N. Y.—THE EDITORS.)

That Retail Training Problem

Editor, SALES MANAGEMENT:

Thank you very much for the 25 reprints of the article, "American Merchants Must Train Eight Million Sales People—or Else!", which you sent us a short time ago. I am sure we will find this of great help in promoting our distribution education work in Appleton. These folders will be given to the leading merchants in the city to help them understand just what training can do for their organizations.

R. M. CAMERON

Coordinator, Distributive Education
The Appleton Vocational School
Appleton, Wis.

Re: Buying Power Indices

Editor, SALES MANAGEMENT:

The article in your September 15 issue entitled "Blueprint of a Practical Setup for Sales and Advertising Control" was a very interesting exposition of a basic and often overlooked principle of sales control.

However, I should like to point out that the author has advocated a "per capita" basis of comparison, which is one of the great sources of error in sales control work. Your own magazine, through its Buying Power Index, has provided a much sounder basis for comparison of sales and advertising results. Doubtless the author recognizes the influence of sales figures of average ability-to-buy. South Carolina, for example, does not represent the same per capita potential as Los Angeles.

In the interests of sounder planning of sales control systems, it might be well again to point out the importance of your Buying Power Index as a basis for evaluating sales and advertising results.

CHARLES W. SMITH
McKinsey & Co.
New York City

A Repeat?

Editor, SALES MANAGEMENT:

In 1939 I purchased from you a bound series of Marketing Pictographs which had been published in SALES MANAGEMENT during 1937, '38, and '39. If you have since published a similar series, available in bound form, for 1940, '41, '42 and '43, kindly advise the price . . .

H. B. FULLER

Sales and Advertising Counsel
Atlanta, Ga.

(SM's editors have refrained from doing a reprise on Pictographs because of the paper shortage. If enough Pictograph fans are interested, however, we'll probably bring one out in 1945. Who else wants one? . . . as the radio announcers say, "A penny postcard will do"—THE EDITORS.)

Discontented Traveler

Editor, SALES MANAGEMENT:

Please don't think that I usually "shoot off my mouth" like this! I don't!

But I read with interest your "Odyssey of a Traveler" in the September 1 issue of SALES MANAGEMENT and it gave me the urge to state my mind about your kind remarks for the New York Central lines. From my own personal experience over several years of travel out of Buffalo, I am inclined to believe that your opinion

SALES MANAGEMENT



THE DES MOINES AUDIENCE FOR 'EASY ACES' IS ENLARGED

Yes, Jane and Goodman and Anacin get a Des Moines audience 76.6% above their national Hooper. Exceptional? Not at all. The 48 CBS commercial evening shows on KRNT average 27.4% higher than their national Hooperating (winter-spring '44). No wonder more than 150 national and regional advertisers use KRNT in Iowa's No. 1 market, Des Moines. KRNT, DES MOINES • CBS • A COWLES STATION

76.6%
ABOVE NATIONAL
HOOPERATING

Affiliated with
Des Moines Register-Tribune
Represented by Katz

Music that goes
everywhere comes to
Chicago's millions...



...via WMAQ

Music, the finest obtainable—broadcast from coast-to-coast and around the world by short wave over the National Broadcasting Company network—comes to Chicago's millions via WMAQ.

Music of every variety . . . classical, semi-classical, light music and dance music . . . it's all heard over WMAQ. Every American is a lover of some form of music. It's an important ingredient for a happy, well-balanced life. That's why WMAQ devotes over 34% of its broadcast hours to this entertaining, pleasing type of radio show.

To music belongs much of the credit for making WMAQ the CHICAGO STATION MOST PEOPLE LISTEN TO MOST.

This fact is yet another reason why WMAQ is the logical choice for local and spot campaigns. Astute advertisers know that their campaigns on this station do reach and influence Chicago's millions and that increased sales and profits are the result.

In Chicago it's WMAQ.



NBC's key midwest station
670 on your dial—50,000 watts

America's No. 1 Network



A Service of Radio
Corporation of America

OCTOBER 15, 1944

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is likely to be of the same value as the *Literary Digest* Poll on the presidential election in 1936. Both were based on a very biased sample.

Now I have no honest gripe about the railroad service and travel comfort today, because I don't expect it under war conditions. I would say that the New York Central service today is as good as their pre-war service—putrid!

Your experience of comfort and New York Central concern over what you would like in the way of future travel comfort was based on their super-deluxe Twentieth Century Limited. This train is no index of New York Central train service or travel comfort. Of course, you are no doubt familiar with the fact that the Century is a train for New York-Chicago passengers only and does not even stop at Buffalo or

many other smaller cities en route. So, we travelers who do not travel between New York and Chicago have no opportunity to enjoy good service, as I assume this is, nor does the Central care enough to ask the balance of its traveling customers what kind of service they want in post-war. The Central has no railroad competition on their system intermediate to New York-Chicago; therefore, they make the most of it. However, to capture a share of the travel trade of the "bigshot" executive between New York City and Chicago where they do have railroad competition, they provide a luxury train (by comparison).

You have air conditioned comfort on the Century, but within the last two weeks I have spent three nights on the New York Central with no cooling system in

operation. I walked into a bedroom at 12th Street Station, Chicago, and also wondered—"How did we ever get along without air conditioning?"—for the room was hotter than the 95° steaming street I had just left. The standby equipment which can cool down a car which has stood under the hot sun all day in the yards, was being used to cool down the Century at La-Salle Street Station, no doubt. No smart lady cared for my opinion about New York Central service—for good reasons it wouldn't have been fit to print. If one night out of four we get an air-cooled car, we feel lucky even if the fan in the lower berth doesn't run any more!

By now you are probably wondering why I didn't write my gripe to the New York Central instead of taking it out on you. My only point is that I think your opinion of the Central's comfort and concern for the traveler's future desires is based on insufficient evidence. Although I have traveled less than six times by plane during the past two years due to priority regulations, I have received no less than six questionnaires regarding post-war plane travel. Today the airlines give the same high grade individual customer service as in pre-war days. The hostess always gives you a nice smile and a goodbye. The Central says "out on arrival at 7:15 A.M. Grand Central Station" or, in other words, "get the hell off."

I still say that the Central is interested only in you as a prospective passenger on the Century in post-war and not in the average traveler like myself. Post-war I'll take the airline, and you can have the New York Central and the Century to boot. I'll still beat you into Chicago and have a better breakfast than you will on the Century.

Yours for a quick release of Airline Equipment,

FRANCIS J. FOSBURY
National Gypsum Co.
Buffalo, N. Y.

Black Sheep of Advertising

Editor, SALES MANAGEMENT:

In your issue of August 15 on page 21 under "Significant Trends" there was an article "The 2% That Stinks"—a capsule-size report on advertisements that were objectionable according to the National Association of Better Business Bureaus.

This was very interesting, and I am wondering whether it is possible to get more detailed reports on this and possibly, even a list of the advertisements and the publications in which they appeared. I think this would be very interesting as a check against possible exaggeration in my own office and certainly would prove invaluable in discussing advertising technique before students of advertising

Let me assure you that many of the interesting articles in SALES MANAGEMENT are read with a great deal of interest by me, and I frequently have an opportunity . . . to gain valuable information from its pages.

M. C. DIEDRICH
Advertising, Sales Counsel and
Sales Promotion
Newark, N. J.

(Subscriber Diedrich has been referred to the headquarters office of the N.A.B.B.B. in Cleveland, where he should be able to obtain more details.—THE EDITORS.)

SALES MANAGEMENT

Be Sure your Schedule includes the DIRECTORY ISSUE of POST EXCHANGE

The February POST EXCHANGE will be the Fourth Annual Directory Number. This issue will be preserved and referred to throughout the year by the officers in charge of buying for PXs and Ships' Stores. It is these stores through which millions of dollars worth of products of every kind are bought by men of our Army, Navy, Marine Corps and Coast Guard organizations.

You want your product to be readily available to these good spenders, whose only convenient sources of supply are their PXs and Ships' Stores. Temporarily out of contact with civilian stores, these men and women will be the foundation of your postwar civilian market.

The way to get your product into the PXs and Ships' Service Stores is to bring it to the attention of the men who do the buying for these stores—men who look forward each month to their copy of POST EXCHANGE.

JOT DOWN RIGHT NOW on your list of Important Matters for Attention

*Include February Post Exchange
Buyers' Directory Issue on that Schedule*

POST WAR BUSINESS TOO

The PXs will continue to function as long as we have an Army, Navy, Marine Corps and Coast Guard. The officers who operate the PXs and Ships Service Stores are former civilian merchandisers. Their favorable impression of your product will keep on paying dividends after their return to civilian life.

Contact this office, or that of nearest representative . . . by mail, wire or phone.



POST EXCHANGE

292 MADISON AVENUE, NEW YORK 17, N. Y.

WALTER W. MEERS
101 Marietta
ATLANTA 3, Georgia

SIMPSON REILLY, Ltd.
Garfield Building
LOS ANGELES 14, California

SIMPSON REILLY, Ltd.
Russ Building
SAN FRANCISCO 4, California

HARLEY L. WARD, Inc.
340 N. Michigan Avenue
CHICAGO 1, Illinois

FRED WRIGHT COMPANY
915 Olive Street
ST. LOUIS 1, Missouri

The Direct Salesman: Employee Or Independent Contractor?

Whether to make direct salesmen independent contractors or employees is highly controversial. If you choose the former, you avoid the headaches of social security and other taxes; if the latter, you can better promote your brand name, exercise more rigid control.

BY EDWARD McSWEENEY

*Edward McSweeney & Associates
New York City*

DURING the last few years the rule book of the direct selling game has been changed—and the new chapters which have been added are entitled "Social Security," "Unemployment Insurance," and "Withholding Taxes."

To get a picture of the impact of these new rules on direct selling organizations, the writer has reviewed many of the decisions of courts and administrative boards, interviewed the heads of a number of companies selling direct, and has discussed the legal aspects of the problem of the Nation's leading tax experts.

Unfortunately for direct sellers, the new chapters are still largely unwritten, and there is no chapter-and-verse literature to consult for easy and safe guidance. The area is just beginning to be charted, and the direct seller who pushes blithely beyond the borderlines may find himself bogged down in the No Man's Land which lies between two legal concepts—that of the employee on the one hand, and on the other, known as the independent contractor.

The direct seller must decide for himself, and plan accordingly: (1) whether the direct salesmen he will use will be one or the other, and (2) whether out-and-out employees or out-and-out independent contractors can best present his product and his brand name to the consuming public. Both points have advantages and disadvantages, as will be developed in following paragraphs.

A rush to direct selling is on the horizon. Present today are the same factors which underwrote the trend in the 1919-25 post-war period—a host of new products which will require demonstration in order to win prompt acceptance, plus an army of returning veterans, many of whom will prefer striking out for themselves to resuming humdrum jobs in factories, offices and stores. Add to these the accumulated know-how on the part of direct

selling companies and of new enterprises whose considered "best chance" of development lies outside the old established channels of distribution—and it is easy to see why direct selling in 1945 and after might easily dwarf anything which antedated 1941.

But most of today's direct sellers and those who have been looking into it as a possible future development are in a dither today because the Treasury Department and the Social Se-

curity Board have raised the issue of employees vs. independent contractors.

The direct seller's dilemma is focused around three questions:

1. What are the essential differences between employees and independent contractors?

2. How do these differences affect the course which the company should follow?

3. How will they affect the result—in terms of sales volume and long-term public relations for the firm?

Let's go about it the hard way, and tackle the \$64 question first. What is the difference between an employee and an independent contractor? Starting with the known before we venture into the unknown, an employee is a person on the payroll, from whose salary, wages or commissions the employer is required by either the Social Security Board and/or the Bureau of Internal Revenue to deduct for Old Age Pensions and the 20% withholding tax, and on whose account the unemployment tax is levied.

If you are paying or withholding these taxes now on your direct salesmen, you know for certain that they



"Which one of you is the bureaucrat from Washington?"



Boogie-Woogie? Not for Trudie!

HOLD YOUR HORSES, Mother! Don't clamp a damper on Trudie now. You wouldn't mind her playing a waltz, would you?

Maybe you never knew that Johann Strauss got his "come-uppance" for daring to compose the first of his famous waltzes. Minuet-minded Viennese called it "Shocking! Completely lacking in dignity!"

Yet a waltz seems kind of conservative today, doesn't it?

Of course it does! But new ideas are always frowned on before they're accepted for what they're worth.

Take "The Comics" for example.

They're acknowledged today as a basic educational force. The Army Air Force uses the "picture story" technique to train aviators. Teachers find it invaluable as a teaching aid in grammar schools...while in Sunday Schools across the country, children are learning a better understanding of the Bible through stories in pictures. And, to quote a recent Fortune Magazine poll—"Four out of five persons who buy newspapers read comic strips."

No wonder 48 leading manufacturers

advertise in Puck-The Comic Weekly, the majority of them consistently, year after year.

These firms *proved* Puck's worth. They have found what tremendous sales power there is in getting their advertising "next to" a picture story starring such popular and beloved American personalities as "Skippy," "Jiggs and Maggie," "Prince Valiant," "Little Annie Rooney" and all the others who "live" in Puck's pages.

No less than 20,000,000 people read Puck every week. Distributed through 15 great Sunday newspapers, Puck is "family reading" in over 6,500,000 homes.

In the post-war period, Puck will be even more important, because to millions it's been an "oasis of fun" in a war-torn world, a publication peculiarly close to the hearts and the minds of the American people.

For more information about how this publication can help sell your company's name or product, just call or write Puck-The Comic Weekly, 959 Eighth Avenue, New York 19, N. Y., or Hearst Building, Chicago 6, Ill.

The Advertisers

Following are the names of the manufacturers whose advertising has appeared in Puck during the last year. The majority have run consistent schedules—year after year

Bauer & Black Ltd.
Bendix Aviation Corporation
Walter J. Black, Inc.
Bristol-Myers Company
Chesebrough Mfg. Co. Consolidated
Chrysler Corporation
The Coca-Cola Company
Colgate-Palmolive-Peet Company
Corning Glass Works
The Cudahy Packing Co.
Devco & Reynolds Co., Inc.
Doubleday, Doran & Co., Inc.
Doughnut Corp. of America
Eversharp, Inc.
Frank H. Fleer Corp.
F. W. Fitch Company
General Electric Co.
General Mills, Inc.
A. C. Gilbert Co.
Gillette Safety Razor Co.
The Grove Laboratories, Inc.
Geo. A. Hormel & Company
International Cellulocotton Products Co.
The Andrew Jergens Company
"The 'Junket' Folks"
(Chr. Hansen's Laboratory, Inc.)
Lambert Pharmacal Company
Lamont, Corliss & Company
Thomas Leeming & Co., Inc.
Lever Brothers Company
The Lionel Corporation
Maybelline Company
The Mennen Company
Pepsi-Cola Company
The Pepsodent Co.
Pillsbury Flour Mills Co.
Procter & Gamble Co.
The Quaker Oats Co.
Ralston Purina Co.
R. J. Reynolds Tobacco Co.
W. A. Sheaffer Pen Co.
Standard Brands, Inc.
Swift & Company
Twentieth Century Fox Film Corp.
Unicorn Press
U. S. Army Recruiting Service
Van Camp's, Inc.
Wilson Chemical Co., Inc.
William H. Wise & Co., Inc.

SALES MANAGEMENT

we employees and not independent contractors. If you are *not* paying or withholding them, *save by express ruling on your particular case* by the authorities concerned, it may only mean that your case hasn't come up yet. (More than 50 such cases are now pending before the Social Security Board.) But if you have no such ruling, or if, like many other firms, your sales policy is as yet undefined, you *cannot know for certain* exactly where you stand.

As you know what policy you follow, or intend to follow, in engaging your direct salesmen or canvassers, you can tell *in general* whether the Social Security Board and the Bureau of Internal Revenue will call them employees or independent contractors. But since both these agencies adhere to the formula of "individual cases," you cannot tell *specifically* until a definite ruling is secured, in writing.

Guideposts to an Opinion

There are certain guideposts gleaned from the statutes, the regulations and the ensuing decisions which will help you to reach a purely unofficial opinion as to whether the salesmen you use, or plan to engage, will be considered employees or independent contractors. The most important of these criteria is the extent to which you control, *or have the right to control* the performance of your salesmen in securing the desired result—sales.

The mere fact that you pay a man on a straight commission basis does not make him an independent contractor. Thousands of such salesmen have been held employees and are subject to deductions. Their employers either do, or have the right to, control their performance by fixing hours of work, method of presentation,

number and nature of assignments or calls, by requiring reports, by prohibiting the men from selling other lines or engaging in other types of work. The fact that the employers actually *exercise* such controls is not important. What counts is the *right* to impose them and to say, "comply—or else!"

Generally speaking, no direct salesman is an independent contractor if his terms of engagement force him to sell only one company's line, or if he submits to the direction of the company's sales manager or branch manager as to his hours of work, number

of calls, method of presentation, and if the filing of regular reports is a condition of continued employment.

There are other criteria which indicate control. One is the oft-used inducement of promotion. Employees are promoted to sales manager or branch manager; independent contractors seldom are. Another is inability on the part of the "contractor" to hire his own assistants and let them do the work for which he is compensated under the terms of his "contract." An arrangement which forces the principal to do the work personally makes him

A MARKET TO RECKON WITH



The six county Manchester Primary Zone with Manchester, the largest city in New Hampshire at its hub, contains 359,000 people—a great market. Many nationally known advertisers are successfully tapping this market with the advertising power of the Manchester Union-Leader, and particularly with its amazingly well-developed merchandising services.

EXTRA MERCHANDISING SERVICES GET RESULTS

- 1 Full-time staff for pre-war type merchandising service—dealer display; surveys; printing and mailing letters, postcards, broadsides, etc.
- 2 Careful attention to position treatment on all copy.
- 3 A well-established and influential trade paper. Also a bi-monthly Food News Letter covering important New Hampshire Food and Drug trade.
- 4 Enthusiastic cooperation of New Hampshire Association of Retail Grocers, aiding new product introduction, retail distribution and mass displays.



MANCHESTER UNION-LEADER

NATIONALLY REPRESENTED BY GEORGE A. McDEVITT COMPANY

WE HAVE IT! YOU CAN GET IT!

The Negro Market \$10,000,000,000
Church Organizations .6,000,000
Fraternal Organizations .1,000,000
Negro Press3,000,000
Educational Groups ...2,000,000

We can make your brand name a "Buy Word" among these 13,000,000 consumers. 10,000,000 of them are our FRIENDS and NEIGHBORS in the South. PLACING COPY IN NEGRO NEWS-PAPERS A SPECIALTY.

We can make your advertising dollars do a job now which will reflect itself in the postwar era.

ADVERTISING AND MERCHANDISING

Write for Information Today

THE BOOKER T. WASHINGTON
SALES AGENCY

Tuskagee Institute, Ala.



"Homework"

When you want to know GO TO AN EXPERT

IF YOUR PROBLEM is selecting the right paper for the job, who could advise you better than your printer?

Knowing paper quality is his business...on it depends much of his own reputation for fine printing. That's why in this series of advertisements we have been urging you to take his word on Rising quality rather than our own. For years printing experts have chosen Rising Papers for every printing purpose.

Prices on a par with other quality papers. Among other lines: Rising Bond (25% rag), Rising Line Marque (25% rag), Finance Bond (50% rag), Rising Parchment (100% rag). The Rising Paper Company, Housatonic, Mass.



ASK YOUR PRINTER
— HE KNOWS PAPER

[128]

no different than any other employee. Another index of control is the right of either contracting party to sue the other for non-fulfillment.

"Place of business" is another determining factor. On the whole, a person who performs the major part of his work in the employer's "place of business" is considered to be an employee. This does not necessarily mean that he has to spend his time at the office or plant of the employer. The direct seller's "place of business" might well be held by the authorities to mean *wherever the direct salesman work*—that is, anybody's doorstep. On the other hand, if the salesman or representative maintains *his own* office or headquarters free of the control of the company, in which he is free to handle such other work as he chooses, he is to that degree an independent contractor. Of course, paying or directly underwriting the rent, or labeling the premises to make it appear a branch or district office of the company, jeopardizes this status.

The Third Requirement

The third of the so-called "statutory" requirements of the independent contractor is that he be engaged in a line of work which constitutes an *independently established trade, occupation or business*. The public relations counsel, the industrial designer, the market researcher, the advertising agent all meet the requirements of independent-contractor status. They maintain their own places of business, they do similar work (or are free to do similar work) for other accounts, and their occupation or business differs from that of the company which contracts for their services. But can it be said that a direct salesman representing a direct-selling firm is in a "different line of business" from his employer or client? It is difficult to see how this hurdle can be jumped unless the salesman is completely in the clear so far as control and "place of business" are concerned.

It is important to remember that in all cases affecting the Social Security Board and the Bureau of Internal Revenue the burden of proof lies with the employer. So, Mr. Top Sales Manager, if you choose to call your direct salesmen "independent contractors" instead of employees, be sure that your policies are designed to support, rather than undermine or refute, the argument which you some day will be called upon to present, and justify.

The independent contractor set-up has its advantages and disadvantages, and so does the employee status. The fact that so many companies are leaning backward to preserve their sales-



Your postwar sales program no doubt includes more salesmanship in print, more salesmanship in person, effective new weapons for salesmen. As Sales Manager you'll be asked to perform sales miracles. Which suggests a new, miracle-working sales tool you ought to learn about. To illustrate one of many uses, your salesmen can mail to you the *voice* of a buyer, just what he said, how he said it, your salesman's replies.

Get the amazing story of Sound-Scriber electronic voice recording for sales reports, interviews, "live voice" messages, sales training, sales meetings. Write to:

SOUND-SCRIBER
TRADE NAME
ELECTRONIC BUSINESS RECORDERS
NEW HAVEN 11, CONN.

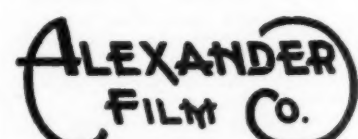
MANUFACTURERS WITH DEALER SET-UP

DEALERS will display YOUR PRODUCTS on theatre screens in their communities with ALEXANDER THEATRE SCREEN ADVERTISING... the medium that TALKS as it DEMONSTRATES as it SELLS.

The medium that gives your sales message FRONT PAGE POSITION, BILLBOARD SIZE, NATURAL COLOR, VOICE and ACTION.

Scores of leading manufacturers with nation-wide dealer organizations have used Alexander Theatres, with gratifying results, for a quarter century.

Without obligation, write for particulars of plans that will fit your program of dealer-cooperative advertising.



COLORADO SPRINGS, COLORADO

In our 26th Year of
Theatre Screen Advertising
YOUR SELECTION OF NEARLY 10,000
THEATRES COAST TO COAST

SALES MANAGEMENT

men's independent contractor status—and, indeed, fighting for it in the courts—cannot be attributed entirely to the fact that they wish to save the money which they otherwise would spend on unemployment insurance and the cost of withholding and transmitting deductions. It seems to be accepted generally that the man who builds up his own business will work harder and more effectively than a mere employee. How much of this is truth and how much wishful thinking on the part of the companies concerned is more difficult to determine.

Direct Seller Saves Money

There is no doubt that the independent contractor status does save the direct seller money. There is no unemployment insurance or old age pension to worry about, and no corporate liability for the payment of income tax—a liability which easily could spell the difference between success and failure for a new enterprise. Furthermore, all the complexities of Wage and Salary Stabilization may be ignored, and there are no War Manpower Commission curbs on the independent contractor's right to take on clients. A worker cannot be barred today from leaving an essential job (even in a war industry) and becoming an independent contractor tomorrow. But it goes without saying that the direct selling company that engages him should be sure that the "independent contractor" status is bona fide—otherwise it will be in the unenviable position of violating the USES system of referrals and priorities, for which there are stiff penalties. And the worker himself may be barred from entering another employment, for without a referral he cannot obtain a job in most manpower areas.

If he is truly an independent contractor, the direct salesman absorbs his own expenses of doing business, and is entitled to deduct them as a business cost when filing for income taxes. The employee has the same privilege but it is a more complicated process. He must report the employer's allowances to him as extra compensation. Then he takes his costs as a deduction to get at his tax and has to prove that they are legitimate expenses. The only way out of that is for the employee to render periodic vouchers detailing exact costs. Then the employer must prove the propriety of the expenses, and of course, he must be ready to prove that the reimbursement is not a salary increase or else he will run afoul of the Wage Stabilization Act—which prohibits such payments if they constitute a

When Industry gets the word:

*"No more Rifles,
Make Radios"*



YES, when industry gets that order, it means that our boys will soon be coming home with victory in hand and a job in mind. And the jobs will be here—because industry will change back to peace production as fast as it went to war.

And in the change-back, AIR EXPRESS will continue to perform a service that has become indispensable to industry—the high speed delivery of critical material that keeps production at peak efficiency. Yes, there's a use for AIR EXPRESS in every business—and after the war, business will find this service greatly expanded for reaching world-wide as well as domestic markets.



SPECIFY AIR EXPRESS
A Money-Saving, High-Speed Tool
For Every Business

With additional planes and space available for all types of traffic, 3-mile-a-minute Air Express directly serves hundreds of U.S. cities and scores of foreign countries. And shippers nationwide are now saving an average of more than 10% on Air Express charges—as a result of increased efficiency developed to meet wartime demands.

WRITE TODAY for "North, East, South, West"—an informative booklet that will stimulate the thinking of every executive. Dept. PR, Railway Express Agency, 230 Park Avenue, New York 17, N. Y., or ask for it at any local office.

AIR EXPRESS
Gets there FIRST

Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION
Representing the AIRLINES of the United States

change in the employer's established practice.

The independent contractor cannot be unionized, but if he is an employe in fact rather than in name, whoever wishes to organize him into a union has plenty of ammunition—not the least of which is payment of Social Security and unemployment insurance *retroactive* to the date of employment or to the effective date of the law, whichever is the period during which the employe should have been covered. It may also mean opening the firm's own benefit plan, paid

vacations, sick-leave payments, seniority, etc., to the salesman. And the bona-fide independent contractor who runs afoul of the law, or who causes injury to persons or property, does not embroil his client—but in such a situation there are advantages to the salesman who can establish the fact that he is an employe, and that damages, if any, should be recovered from his boss.

Of course, the independent contractor concept is undergoing constant change. Newsboys on routes were "independent contractors" until it was

found that the collection of money for the publisher made them employes and made them subject to *all* laws governing employment, including the Child Labor Law.

The direct salesman has been defined as "a retailer without a store." But when he sells and collects, and when he in other ways identifies himself as an employe, it is *the company* and *not* the salesman who fits the definition. Where does one draw the line between one salesman who is employed to sell goods across a counter and another who is employed to sell goods across the doorstep? Will a chain-store company, for instance, which is taxed according to the number of its outlets, eventually seize upon this similarity to put equally heavy taxes upon its direct-selling competitor? And may we not logically expect new and drastic legislation to protect the stores which pay local taxes against more efficient forms of direct selling?

State Requirements Vary

State laws present individual problems. Some states require a certificate—the right to do business within the state. The states have unemployment compensation laws. If the company's representatives are employes, the company must take out certificates in states requiring them, and pay the unemployment compensation tax in all states; if representatives are independent contractors, these steps are not necessary.

One of the most important considerations today is the growing demand *on the part of the many salesmen themselves* that they be given employe status. Many want Social Security. They want unemployment insurance. Furthermore, they want their companies to pay as much of the cost as possible, and this will increase as a factor when the deductions increase. Many salesmen want vacations with pay, as well as all the other benefits accruing to employes—especially when they are subject to controls and disciplines which are incompatible with an independent contractor status. This is the labor-relations side of the subject, and it deserves thoughtful study by top sales management.

It takes no ingenuity to perceive that salesman-satisfaction is essential to obtaining a large and steady volume of business. The nuances of the independent contractor vs. employe question are entirely lost on the consumer. Do you want the salesman to be part of *you*, so to speak, or do you want him to venture forth under his own flag?

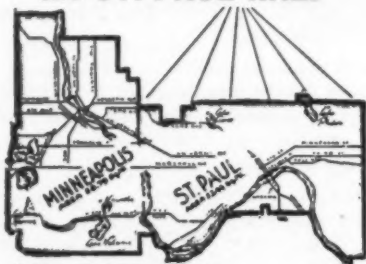
These are questions which Top Sales Management should answer *before* building a direct sales organization. No one else can answer them.

\$597,225,000

in *Retail Sales*
in the Nation's
9th LARGEST
MARKET in
1943!

(May 10, 1944, Sales Management
Survey of Buying Power)

Only the
ST. PAUL
DISPATCH-PIONEER PRESS
Covers
the ST. PAUL HALF



9TH LARGEST MARKET
St. Paul and Minneapolis—Pop. 780,106

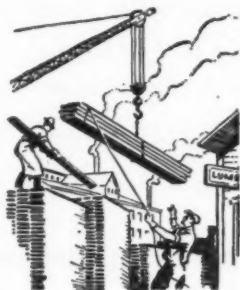
RIDDER-JOHNS, INC.—National Representatives
NEW YORK CHICAGO DETROIT ST. PAUL
342 Madison Ave. Wrigley Bldg. Penobscot Bldg. Dispatch Bldg
Newspapers Get Immediate Action

"I Will Give

A Completely Furnished Apartment."

An attempt to lure some household help into the family confines, had one desperate couple insert the following ad in the Honolulu Advertiser's classified columns:

"WANTED-MAID-\$35.00 PER WEEK YARDMAN-\$1.50 PER HOUR



I WILL GIVE A COMPLETELY FURNISHED APARTMENT, consisting of a studio combination living room and bedroom with Simmons twin beds; private bath; clothes closets; separate kitchen with electric range; 8 ft. refrigerator; double porcelain sink; breakfast nook; two outside entrances. All newly renovated.

I will also pay all utilities. I will also give all food for husband and wife. All of this I will give for the wife's services. Husband's income will be entirely clear."



● *Unusual?* In Hawaii, it's the order of the day.

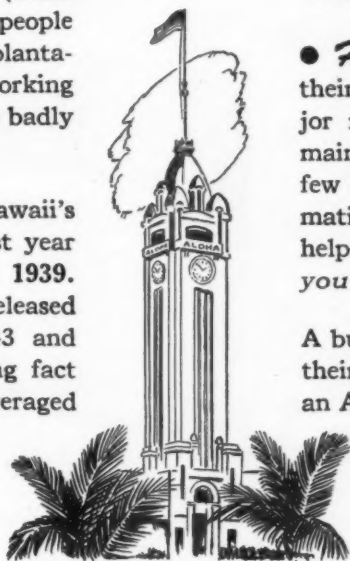
● *The working*, fighting population has increased to a minimum of 500,000 (exact figures are censorable) but these people are in shipyards, in factories, on plantations, doing construction work or working in the city areas where they are so badly needed.

● *The non-military part* of Hawaii's population earned \$346,000,000 last year—that's triple their wages in 1939. The Department of Labor just released a survey made in Hawaii in 1943 and they came up with the astonishing fact that family units in Honolulu averaged

gross income of \$415.00 PER MONTH! What a reservoir of buying power!

● *Hawaiians*, always dependent on their two major newspapers and two major radio stations for contact with the mainland, now, more than ever, find these few mediums vital necessities for information—for entertainment—for securing help—for keeping an eye on the products you send into the market.

A buying power-ful population, living by their newspapers and radios, make Hawaii an Advertisers' Paradise.



THE ADVERTISER PUBLISHING COMPANY, HONOLULU, HAWAII

Honolulu ADVERTISER
CIRCULATION OVER 140,000



Radio Station K G U
HAWAII'S NBC STATION

24 MILLION MONTHLY PAYROLL IN AKRON

And a big percent of these earnings are being wisely invested in War Bonds as a nest egg to pay for the many things Akronites will want and need after the war.

When forming your post-war selling plans, remember that Akron belongs at the top of your list—and remember too that Akron's only daily and Sunday newspaper gives you complete, economical coverage of the great Akron Trading Area.

Solve your Akron sales problems through consistent use of the

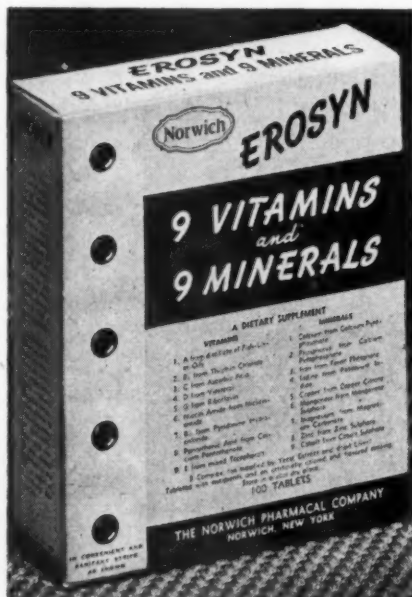


Represented by:
STORY, BROOKS & FINLEY
New York Philadelphia Chicago
Cleveland Los Angeles Atlanta

Coming Your Way

.....de-fuzzed peaches may be expected in fruit stores as soon as the use of Food Machinery Company's de-fuzzing machine becomes more widespread. This particular gadget is made up of conveyor belts, small horsehair brushes and a fan which sucks away the down. Any suggestions about what may be done with the fuzz?

.....plastic board is one of the latest developments to come out of the laboratories of United States Rubber Company. It's already in wide war use and the company's engineers are perfecting important peacetime uses that will lighten the work of housewives and add color and beauty to the home. This plastic board is very light—only half the weight of aluminum. Its tensile strength and its ability to withstand strain compare favorably with best metal alloys with relation to weight. It can be bent, cut and formed into almost limitless shapes and retains its properties over a wide range of temperatures. The company's engineers predict a bright future for their plastic board on farms and in post-war industry.



One box contains 100 sanitaped tablets.

.....a dietary supplement is what The Norwich Pharmacal Company calls Erosyn, its newest development. The product comes in tablet form, is pleasant tasting and contains nine vitamins and nine minerals. Erosyn comes in 100 sanitaped tablets to the box. The sanitaping not only protects the tablets, but also permits them to be carried conveniently in purse or pocket.

OFTEN!

THE remarkable growth of The Herald-Traveler in Retail, General and Total Display advertising, has for more than ten years compelled the statisticians of lineage to look to New York, Chicago, Philadelphia and Los Angeles for comparable achievements.

Often in vain.

Always First in Boston
Often First in America



THE
HERALD-TRAVELER
Boston, Massachusetts
George A. McDevitt Co.
National Representatives

STEP INTO THE FUTURE

A profitable ready made, expanding market. Reach key men. They are planning today for the future.



COMPLETE COVERAGE OF A BIG, NEW INDUSTRY



EDITED AND
PUBLISHED BY
REX W. WADMAN
2 WEST 45TH ST.
NEW YORK 19, N.Y.

SALES MANAGEMENT

Washington Bulletin Board

How can retailers and wholesalers learn what surplus civilian goods are being offered for sale by the U. S. Treasury's Procurement Division, and what is the Treasury's policy in such sales?

E. L. Olrich, director of the Office of Surplus Property of the Treasury Procurement Division, invites all business firms to write to one of his regional offices and ask to be put on the mailing list to receive notices of offerings of the kinds of merchandise in which they are interested. These offices are in Boston, New York, Washington, Atlanta, Chicago, Cincinnati, Fort Worth, Kansas City, Denver, Seattle and San Francisco.

Mr. Olrich explains that the Division is being staffed with market-wise men who can locate and evaluate potential markets. He also is using press releases, direct-mail material, and plans the use of paid-space advertising. Methods of sale will be (1) auction, (2) sealed bids, and (3) negotiated sales.

As to general policy, Mr. Olrich says: "We endeavor to sell through regular trade channels, and to avoid selling to speculators. We do not class as a speculator a concern which will pay as high a price for merchandise as a regular dealer in that merchandise." Treasury will sell to new concerns. It also hopes to reach small stores "by giving attention to lot sizes, to our price differentials, and to our advertising methods. We by no means attempt to sell direct to small retailers in all cases. Rather, we believe we can best serve the interests of these small dealers by making sure that wholesalers large and small are attracted to our offerings."

Is it true that plans are being made in the Government for Government-owned and operated stores to sell surplus goods which have not been disposed of when retailers once again have ample stocks?

Rumors persist in Washington that such a plan is proposed by some officials, despite the fact that Congress laid down a broad principle in the surplus property bill directing that surplus goods be disposed of through regular commercial channels. Business analysts believe that the surplus property legislation, as finally passed, left loopholes for such an eventuality. However, public sentiment could readily prevent such Government entry into the retail sales field. In fact, amendments will be offered in Con-

gress shortly after the November election to clarify ambiguous phases of the act and unmistakably rule out Government encroachment in traditional private sales fields. The fact that Treasury's Procurement Division is maintaining sample rooms and planning paid newspaper advertisements has contributed to the rumors of "Government stores."

Does the surplus property disposal legislation adopted by Congress establish specific price scales for finished goods or materials suitable for the retail trade?

No specific scales or specific price formulas are suggested in the act. The conference agreement approved by the House and Senate provides that "it is the objective to obtain as nearly as possible the fair value of surplus property upon its disposition. What constitutes a fair value must, of course, be determined with reference to the character of the disposition (such as wholesale, as contemplated by the objective to utilize commercial channels of distribution), as well as all other appropriate factors." The Office of Price Administration hopes to maintain price ceilings on surplus goods in the manner of its present ceiling regulations. Specific regulations will be issued by the three-man Surplus Property Board provided for in the Congressional act and appointed by the President. The new Act definitely states that it shall not "impair or affect" the provisions of the Emergency Price Control Act under which OPA operates.

Will the increase in radio-communication activities developed as a result of the war result in stricter controls over radio advertising?

From a legislative standpoint, the trend is toward a narrower definition of the powers of the Federal Communications Commission over radio as a whole. From an operating standpoint, FCC currently is holding hearings in Washington on means of "dividing the spectrum" so that all post-war needs of commercial, aviation, Government, television, telecommunication, etc., will be met adequately. Representative Clarence Lea of California, chairman of both the House Interstate Commerce and FCC Investigating Committees, says that his Committee will submit an interim report on its investigations to Congress in December and that thereafter he will introduce legislation defining FCC powers. FCC—not Congress—is

BUILDING MATERIAL Manufacturers

According to a recent survey, 7,993 Buffalo area families will build or buy new homes at an average investment of \$4,000, while 70,847 families will spend an average of \$400 each in home improvements and repairs, or a total expenditure of \$60,310,800, as soon as materials are available.

This tremendous immediate post-war market can best be reached by advertising in the

Buffalo COURIER EXPRESS

Only Morning and Sunday Newspaper in Buffalo
Write for market and coverage map

Send a V-Mail today
Keep up morale



Hotel Mayfair St. Louis



ONE REASON WHY

"No Burton Browne Client Has a Competitor with Better Advertising"

NORMAN LOSH—Head of the book-keeping department. He keeps the facts and figures straight so that everybody knows where they stand.

BURTON BROWNE
ADVERTISING

150 EAST SUPERIOR ST.
CHICAGO • DEL. 3800



We can't get larger space in which to tell a most important story—"Meet Your Contractor-Builder Customer."

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

"These are the men that are going to do the building that all the talking is about."

PRACTICAL BUILDER

59 East Van Buren

Chicago 5



It's smart stuff to know your prospect's products . . . but it's smarter to have your prospect's people know you.

No, we know you're not "Superman." But suppose you could hire yourself a good man, Friday, to follow those Bristol-Myers' boys—and their agency crews . . .

Yes, we mean the 5 major advertising-marketing magazines.

Lee Bristol? Shucks! He subscribes to all five! Prexy Henry Bristol pays for one. Sales V-P Hardie and Export V-P Bomer each buy two. So does George McMillan, Director of Public Relations. To say nothing of important divisional sales heads, ad managers, etc.

At Y & R—out of 141 subs—Bristol-

Myers' account men Emory and Grimm share three. Sig Larmon, Lou Brockway, Plans Board Boss Whittier, Merchandising V-P Cherr, Radio Director Harrington, Top Time Man Carlos Franco, Media Maestro Tony Geoghegan personally subscribe to one or more.

At new agency Doherty, Clifford & Shenfield . . . Doherty pays for two. Ditto Shenfield. Clifford subscribes to four, Arthur Cobb three. *When accounts move—when new agencies are born . . . these books have an old habit of being right there.*

The coverage pattern is beautiful. And, if you've been following these ads, you'll know it's not unusual, either.

Use the 5 advertising-marketing magazines regularly
... for the smile of sales



ADVERTISING AGE • ADVERTISING & SELLING
PRINTERS' INK • SALES MANAGEMENT • TIDE

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the agency which advertisers had to fear.

What is meant by the War Production Board "declaration of policy" on retail sales promotion?

This declaration was a voluntary arrangement whereby retailers renounced some promotional methods (for the duration) which tended to stimulate unnecessarily the demand for relatively scarce goods. It was adopted primarily as a fabric conservation measure. Recently WPB exempted from the declaration furniture and fur coats which do not utilize textiles. The trend is toward resumption of promotional activities as rapidly as shortage conditions are relieved.

Dean C. Gallagher, deputy director of the Wholesale and Retail Trade Division of the Office of Civilian Requirements, recently took over administration of the work connected with the "Declaration of Policy."

What progress has been made toward establishing a formula for price control after Victory in Europe?

Office of Price Administration is making some headway toward a formula, or at least a series of patterns, for product price control when civilian production is partially resumed after the defeat of Germany. OPA is willingly listening to the recommendations of business. Among the first groups called in for OPA price conferences in Washington were radio manufacturers; other industry groups are being invited.

Much attention is being given to the recommendation of War Mobilization Director James F. Byrnes that OPA establish a general ceiling for articles out of civilian production for some time at a fixed percentage above the prices charged for such articles before civilian production ceased. This percentage would be computed on a basis of increased material, labor and other costs. OPA feels that competitive production would shortly cause many items to drop below the ceilings. An OPA survey shows that less than 50 companies will manufacture approximately 80% of the goods which will be under price control.

Since the remaining 20% of goods will be turned out by thousands of small manufacturers, OPA is strongly considering a proposal to exempt entirely from price control small concerns with only a small volume of product. An alternative proposal is that small manufacturers be placed under price formulae which would be administered by district OPA offices where relief could be granted in hardship cases.

SALES MANAGEMENT

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© 1943 Libbey-Owens-Ford Glass Company

What's Cooking:

In these war-paced years, many a young housewife-to-be is learning things she'll remember when she plans her dream home. For example: she will demand, in her post-war kitchen, the same production-line efficiency she saw at her job in the war plants. Are any such developments underway? Come with the designers and see:

- Fluorescent lamps which flood the room with packaged sunshine; no shadows.
- Quick-freeze food locker, capable of preserving fresh foods for months.
- Refrigerator with circular shelves rotating like a lazy susan, separate compartment to release icecubes individually; doors of polarizing glass or translucent plastics; door-control pushbutton which floodlights the interior; extra coils for cooling the kitchen.

- Counter-type range operated by dial-setting, capable of taking in a meal at 8 a.m. and having it piping hot at dinnertime without attention; glass equipment and containers for visibility without opening doors.
- Floor impervious to steam and water.
- Garbage-disposal grinder which flushes waste down the drain.
- Automatic dish-washer which sterilizes each dish with ultra-violet rays.
- Faucets controlled by foot pedals, leaving both hands free.
- Mixers, beaters, juicers, slicers, grinders, all out of sight until needed.
- And the whole production-line kitchen delivered as a single package, to install complete-on-one-wall.

The editors of *Mechanix Illustrated* have known about the above developments for months and even years, and have been reporting them as features in our editorial columns. What's more, these features have been collected into a new \$2.50 book, *Your World Tomorrow*, which is selling by the thousands today.

The editorial strides of *Mechanix Illustrated* have been signally recognized by advertisers. Our advertising revenue, for the first 7 months of 1944, exceeds our total for the entire year 1943.

Fawcett Publications, Inc.—New York 181 1501 Broadway. Chicago 1: 360 N. Michigan Ave. Edward S. Townsend Co., Los Angeles 14, Pacific Mutual Building—San Francisco 4, Russ Building.

FAWCETT PUBLICATIONS, INC. • WORLD'S LARGEST PUBLISHER OF MONTHLY MAGAZINES **MECHANIX ILLUSTRATED**

OCTOBER 15, 1944

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Media & Agency News

Newspapers

Pictorial Review announces a new schedule of rates whereby the paper may be bought in three regional districts as well as individually in the nine Hearst Sunday papers through which it is distributed. By purchasing under this plan discounts, ranging from 6 to 10% for group purchase and from 2 to 7% for stipulated numbers of pages used within a year, are effected. The group buys include: The Pacific Coast Big Three Group (San Francisco *Examiner*, Los Angeles *Examiner*, Seattle *Post Intelligencer*) at \$3,149 per color page; \$2,340.60 for the black and white page. The Eastern Group (New York *Journal-American*, Detroit *Times*, Pittsburgh *Sun-Telegraph*, Baltimore *American*, Chicago *Herald-American*, and Milwaukee *Sentinel*) at \$7,233.30 for the color page; \$5,578.90 for the black and white. The Coast to Coast Group, which consists of the two groups pooled, at \$9,940.50 for the color; \$7,852.50 for the black and white.

All rates quoted include discounts of 6% for Pacific Coast Big Three, 6% for Eastern, and 10% for the

Coast to Coast. Space for national advertising is limited to a maximum of four pages per issue.

With the announcement of the new rates, is the announcement of the appointment of the following members of the Hearst Advertising Service to new responsibilities with *Pictorial Review*: Edward P. Duffy, New York manager, William M. Newman, Chicago manager, H. Jay Burns, San Francisco manager, A. R. Jonsen, Los Angeles manager, Murray Saunders, Detroit manager, and F. J. Cartier, Boston manager.

* * *

Roy D. Moore, of the Brush-Moore Newspapers, is named as chairman of the bureau of advertising of the American Newspaper Publishers Association, succeeding Frank E. Tripp who has resigned.

* * *

The Fort Wayne *Journal-Gazette* announces that as a temporary wartime measure it is discontinuing all advertising from its Saturday and Monday issues . . . Gough J. Palmer, Jr., is

named local advertising manager for *The Columbus (Ohio) Citizen*. The Chicago *Herald-American* is distributing a sales planning calendar, one for each month of the year, to retailers.



ARTHUR P. HIROSE becomes research and promotion director for *Newsweek*.



HOWARD WILLOUGHBY, the new v.p. and general manager of the Lane Publishing Co.

Magazines

Arthur P. Hirose is named director of promotion and research for *Newsweek*, leaving his post as director of promotion and market research at McCall Corp., after ten years there . . . Named vice-president and general manager of the Lane Publishing Co. is Howard Willoughby, one of the organizers of the Pacific Advertising Association . . . Lee Friend returns to *Parent's Magazine* after his release from the Armed Forces. Mr. Friend will act as merchandising manager and assistant to the publisher . . . *Good Housekeeping* announces the re-establishment of its Detroit office in the General Motors Building, with John C. Belfield as manager . . . Lester Tunison is announced as vice-president of Liberty Magazine, Inc.

* * *

As a result of its debut in television (the first magazine ever televised for a complete television program) *The American Magazine* feels that television will boost magazine circulation, according to Arthur H. Motley, publisher of the magazine. "The printed word and the printed picture are fundamental," said Mr. Motley in his statement. "Anything that raises the level of literacy or increases the area of the public knowledge helps publishers," was his conclusion.

Agencies

Albert W. Sherer, advertising manager of the National Biscuit Co., is leaving that organization to join McCann-Erickson, Inc., as vice-presi-

SALES MANAGEMENT

WSAI

CINCINNATI 2, OHIO

*Announces with Pleasure
the Appointment of*

PAUL H. RAYMER CO.

as exclusive

NATIONAL REPRESENTATIVE

Effective Immediately

~~no more~~ It costs ~~more~~ to reach small towns and farmers



MEMO

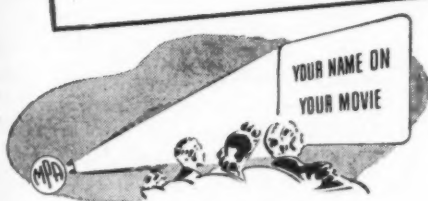
Office of the President

From "Bill" Johnson

Through motion picture advertising you can reach small towns and farmers without paying any extra per person. You pay the standard rate. There are two main reasons why that rate is one of advertising's greatest bargains.

1. Your message doesn't reach just a portion of your audience — a 10% Crossley or a 30% Starch. It reaches them all.
2. Nor do they get just a portion of your message — part of a commercial between bridge table chatter or a quick glance at a headline while on the way to a run-over news story. They get all of it.

Last year more than 4,000 advertisers used M.P.A. service to reach this market with motion picture advertising. It's true you can't cover all of this rich market with motion pictures. But through 7,300 theatres you can cover a circulation of 18,700,000. You can reach most of the markets you want.



M. P. A. SERVICE CAN HELP YOU SOLVE MANY ADVERTISING PROBLEMS

Would you like to concentrate extra effort on the farmers, the Negroes, service men, industrial workers, certain booming cities or areas? Are you having trouble getting space or good radio spots?

Would you like your advertising to tie in more closely with your dealers—or to actually have your dealers work as partners with you in the effort?

Motion picture advertising can solve many problems because it has great flexibility. You can buy 1 or 11,022 theatres in 6,540 cities. You know where they are, what people patronize them, what stores they buy from.

LOW IN COST. HIGH IN EFFECTIVENESS. In motion picture advertising you use a one minute scenario — the same spoken word, sound effects and music that you get in your minute spot announcement. In addition, you get a minute of printed word, package display, demonstration and dramatic action. Your message is presented to a prospect comfortably seated in a darkened theatre — in a perfect frame of mind to receive your sales suggestions and able to easily act on them on the way home. Today through M.P.A. service advertisers and agencies are carrying on motion picture advertising with the same certainty and ease of handling that they expect in other media. They have just one simple contact, for M.P.A. service prepares scripts, produces the films, prepares schedules and marketing data, carries out the distribution and servicing and handles all billing and checking. Simply phone MUrray Hill 6-3717 and find out how easy it is to use motion pictures through M.P.A.'s specialized service.

MOTION PICTURE ADVERTISING SERVICE CO., INC.

1032 Carondelet St., New Orleans, La.

70 East 45th St., New York, N. Y.

141 Walton St., Atlanta, Ga.

418 Watts Bldg., Birmingham, Ala.

82 Madison Ave., Memphis, Tenn.

923 15th St., N.W., Washington, D. C.



dent, with headquarters in Chicago. That agency also makes known the appointment of Carlo De Angelo as production executive in its radio department . . . Thomas F. Harrington, recently associated with Young and Rubicam, Inc., as vice-president, is now with Ted Bates, Inc., in the same capacity . . . James E. Hanna is named account supervisor for the Radio Department of N. W. Ayer & Son, Inc.

* * *

Announcement is being made of the formation of three new organizations. H. E. Christiansen, vice-president of Henri, Hurst & McDonald for the



V.-p. with Ted Bates, Inc. is Thomas H. Harrington, formerly with Young & Rubicam.

past six years, is leaving the agency to organize the Christiansen Agency, with offices at 221 North La Salle St., Chicago . . . A new firm, Sullivan-Rayhawk, specializing in market re-

search and sales promotion, has been started at 742 Oliver Building, Pittsburgh. D. A. Sullivan is the former promotion manager of the Pittsburgh Press, while Mr. Rayhawk has been recent deputy director of the Bureau of Statistics in Washington . . . J. W. Eccleston, Jr., and Jere Bayard announce the organization of Bayard & Eccleston, a national advertising agency, with offices at 711 Edwards and Widley Building, Los Angeles, effective October, 1944.

Accounts: The Roney Plaza Hotel, Miami Beach, to M. H. Hackett Co. . . The Kittinger Co., Buffalo, makers of Williamsburg reproductions, to Anderson, Davis & Platte . . . Kurlash Co., Rochester, to Buchanan & Co. . . Columbia Gas & Electric Corp., to Cecil & Presbrey, Inc. . . Sports Afield to Ralph H. Jones Co. . . Siboney Distilling Corp., to Kenyon & Eckhardt, Inc. . . The Holeproof Hosiery Co., Milwaukee, to Ruthrauff & Ryan, Inc. . . The American Brake Shoe Co., to Cecil & Presbrey, Inc.



CLIFFORD S. BAILEY is now business manager of Motor, having gone there from Cosmopolitan.

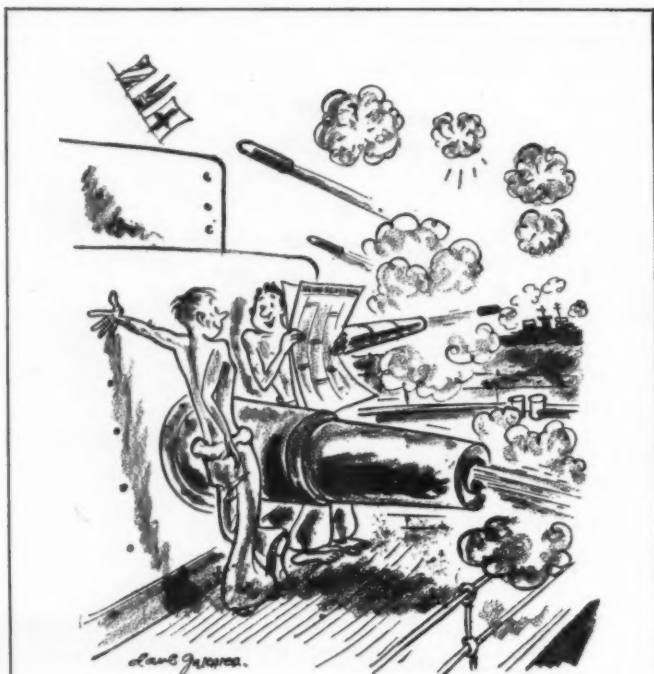
Business Papers

To keep pace with the post-war demand for merchandise in the home, Fairchild Publications announces that *Retailing Home Furnishings* will step up its publication from once a week to twice a week beginning January 1, 1945 . . . Richard B. Kershaw, formerly copy chief for *Newsweek* is named direct mail promotion manager of the *Distribution Newsletter*, published by Magazines of Industry, Inc.

* * *

Allan Franklin, since Repeal in charge of the alcoholic beverage classifications of the New York Sun, is appointed advertising manager for Liquor Publications, Inc. . . The new business manager of *Motor* is Clifford S. Bailey, formerly eastern advertising manager of *Cosmopolitan* . . . Nathan McFadgen is named advertising manager of *American Business* . . . Effective with the next February issue, *The Tool Engineer* will change its name to *Production Engineering and Management* . . . McGraw-Hill Publishing Co., Inc., is running in the Washington Post, New York Herald Tribune, Chicago Tribune, and its own publications, ads for Peace Promotion.

SALES MANAGEMENT



"I see here where Joe married that Williams gal"

"Damn the terpedoes—let's see The News-Sentinel." News from home! Boys in the service from northern Indiana have so long had the habit of reading The News-Sentinel that every item commands instant attention. A well-established newspaper long

before the Battle of Gettysburg and over a half-century old when it reported the news of the Battle of Manila Bay. Since 1833 has continuously served a great industrial city meriting consideration on the newspaper list of every national advertiser.

The News-Sentinel is delivered by carrier every week day to 97.6% of all homes in Fort Wayne—Indiana's second largest retail market.



REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

Wouldn't You Like to KNOW the ANSWERS to 182,468 Questions about Appliances?

**IF YOU WANT TO SELL
APPLIANCES IN PITTSBURGH
WOULDN'T YOU LIKE TO KNOW:**



*What radio models
Pittsburgh families prefer?*



Where they'll buy their next range?



*What percentage of refrigerators and washers
are in good working order?*



*What percentage of homes have
electric vacuum cleaners?*

*What will be the order of preference
in purchasing large and small appliances?*

To give you the answers to these and other questions before you launch your appliance sales campaign in Pittsburgh, The Pittsburgh Press, in cooperation with the Duquesne Light Company, electric utility serving the Pittsburgh area, has conducted an exhaustive survey of the local market.

Investigators trained by Duquesne Light Company appliance specialists obtained from each of 3,146 Pittsburgh housewives the answers to 58 questions about the appliances in her home and her plans for post-war purchases. One interview was made for every 100 homes in the Pittsburgh area.

The day appliances can again be made and sold, Pittsburgh will be your No. 1 market. There'll be "no reconversion needed" for Pittsburgh's industries. 97 per cent of the men and women in Pittsburgh say they will go right on living, working and spending here when the war is over. They'll have millions of dollars of pent-up income to spend for peacetime products.

For full information on this survey, get in touch with the nearest Scripps-Howard office.

The Pittsburgh Press

Represented by the National Advertising
Department, Scripps-Howard News-
papers, 230 Park Avenue, New York City.
Offices in Chicago, Detroit, Memphis,
Philadelphia and San Francisco.



No. 1

IN PITTSBURGH
IN DAILY CIRCULATION
IN CLASSIFIED ADVERTISING
IN RETAIL ADVERTISING
IN GENERAL ADVERTISING
IN TOTAL ADVERTISING

OCTOBER 15, 1944

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New head of the CBS television audience research program is Donald Horton, psychologist.

Radio

Gil Berry is succeeding E. K. Hartenbower as sales manager of the Blue Network's Central Division. Announcement is also made of the appointment of Bob McKee as assistant sales manager of the network's Chicago office . . . The Associated Broadcasters, Inc., announces the appointment of Wilton Gunzenborfer as manager of its domestic station KSFO in San Francisco. . . . Jess Barnes is appointed sales manager for the Mutual Broadcasting System, succeeding Edward W. Wood, Jr. Mr. Barnes is a former vice-president of Outdoor Advertising, Inc.

Research

The Advertising Research Foundation is undertaking its second readership study, devoted to a measurement of transportation, or car card advertising. Agreement to undertake the project was based on the fact that no standardized yardstick for measurement of readership of car cards is available, and the medium's willingness to cooperate in establishing an accurate and conservative method of measurement.

The project will be conducted in cooperation with the National Association of Transportation Advertising, and under the supervision of a committee of an equal number of advertisers, agencies, and sellers of transportation advertising. First city to be studied—Newark, with 3,000 calls planned. New Haven is on the books as the second study city, with 1,500 calls to be made. Purpose of

the survey—to learn how many individuals in each class and market will a typical advertisement reach through that medium.

Promotion

Every day across our desk come promotion pieces. Some of them fall automatically and hard into the "Horn-Blowing Department." But others are fine pieces of work, with a good job of art work, a nice piece of copy, and with a story to tell. Perhaps an anniversary that deserves a notice, or a product that has something, or a history worthy of being traced. Many are minor miracles of ingenuity. Many more show the hours of thought poured into them. A small percentage really deserve something better than a casual reading and an even more casual "file and forget" notation.

Success School

WBT admits that it can't tell you a thing about the rules for success in the North, but if you'd like to know "How To Be a Success in The South" have a look at its booklet of the same name. In the first place, WBT says that you'll have to get over the idea that the South has stood still since 1860. To illustrate that point there's a photograph of a tin figure in a slouch hat, clutching a cigar in one hand and a mint julep in the other, carefully roped off as a museum piece, and captioned "Southern Colonel . . . Circa 1880." According to WBT he's the little man who's not there anymore. WBT is in the heart of the Piedmont area, tells the booklet. It's a friend of the family—any family in the area, covering 107 counties. WBT, furthermore, gives 'em what they want. If it's hillbilly music (and it is) they get it. Which is one of the reasons why they say they can help you be a success in the South—the Piedmont section anyway.

They're Rushed

"Busy as a one-armed paperhanger" is the Walker Co., (Outdoor Advertising throughout Michigan's largest trading area) these days. Business is undeniably good and help and supplies are shorter than a sixty-day note. But some people don't understand. Some people, as a matter of fact, fly into towering rage at those words, "There's a war on." Walker saves its day with a sense of humor and its own outdoor technique mated in a small booklet explaining all, and in such a whimsical style that irate customers ought to be able to laugh it all off. "Ol man Mars put a crimp in our

metal supply," say they, and a small drawing shows you how they feel. Lumber's short. Nails are nil. But "we're all in the same boat—we'll get there together," and a loaded-to-the-gunnels rowboat approaching land gets the idea over.

Watch Detroit

The Detroit *News* thinks you should. Detroit's future, they believe, is bright. To prove it they've gotten out a little easel booklet, patterned after the big jobs salesmen have been bringing into your office for years, small enough to slip into your overcoat and large enough, it hopes, to convince you. The ingredients for Detroit's post-war future are (1) people, (2) production and (3) purchasing power. 48% of its migratory workers, says the *News*, plan to stay there. The average weekly factory wage for 1943 was 92% above the 1937 figure. Every hour more than a million dollars' worth of war products are produced in Detroit. Impressive figures. In this case easel does it.

Fourth Chime

The National Broadcasting Co., has published a year by year summary of the news, beginning with 1931 and ending today, called simply "The Fourth Chime." The title, the network explains, is one note added to the familiar three-chime signal NBC has used to announce events of major historical importance.

Heavily and handsomely illustrated, the book is gotten up with all the care and attention to detail usually accorded a "best seller." The war is traced step by step, usually with a picture to dramatically hammer home each phase. NBC's part in carrying the news to the world is accented, and justifiably.

A feature of "The Fourth Chime" is its Prelude to War . . . 1931-1937, which breaks down the events leading to world conflict in a singularly concise and clear summary.

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SALES MANAGEMENT

SALES EXECUTIVES

We will soon need several men for important field work. A working knowledge of bottling plant operations is needed. Experience in sales work such as organizing and carrying on promotion campaigns and directing sales work of others is necessary. The positions to be filled require high grade material. If you are interested in being considered, give such information about yourself as you wish. Our business is old and well known. Send answers to: Box 2035, Sales Management, 386 Fourth Ave., New York, N. Y.



Peace won't put out the fires... in **SOLID CINCINNATI**

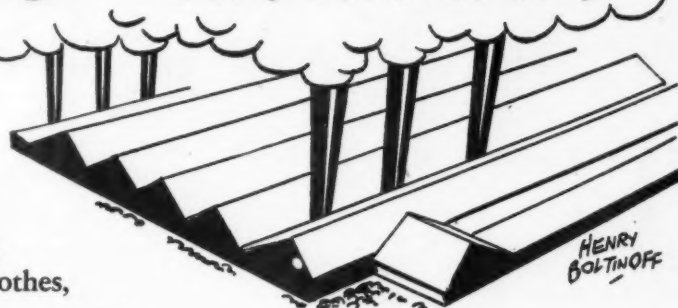
MOKE will continue to pour out of the chimneys of Solid Cincinnati's basic, diversified industries when peace comes. For a big part of Cincinnati's wartime job has been producing the very same products used in peacetime: soap, clothes, shoes, cosmetics, meat packing. That means fewer reconversion problems, less re-tooling, fewer layoffs, fewer pinched pocketbooks . . . *sustained* buying power

That's why you'll find Solid Cincinnati right at the top of every list of immediate postwar markets. You'll find space buyers specifying The Cincinnati Enquirer, too . . . to reach that market. For The Enquirer is edited, streamlined to appeal to the solid, substantial, feet-on-the-ground people who are Solid Cincinnati.

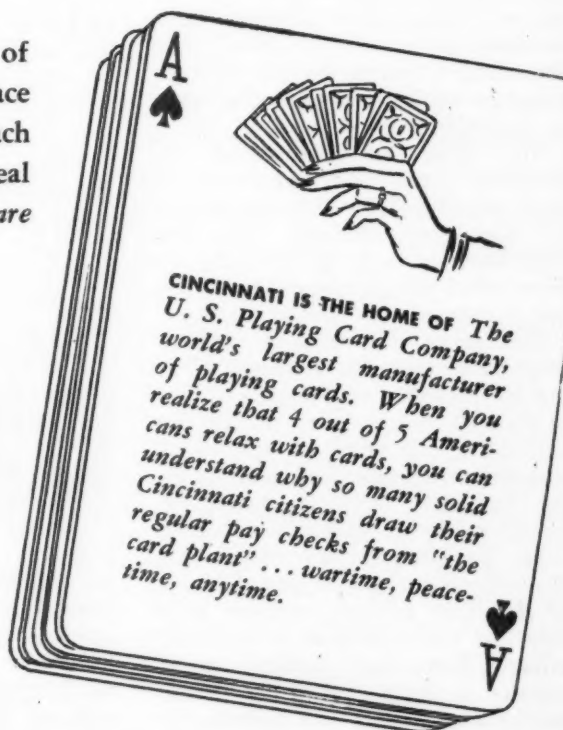
SOLID CINCINNATI READS

The Cincinnati Enquirer

For over 100 years, edited for the thinking, doing earning, solid citizens of America's most solid market!



HENRY
BOLTINOFF



CINCINNATI IS THE HOME OF The U. S. Playing Card Company, world's largest manufacturer of playing cards. When you realize that 4 out of 5 Americans relax with cards, you can understand why so many solid Cincinnati citizens draw their regular pay checks from "the card plant" . . . wartime, peacetime, anytime.

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

OCTOBER 15, 1944

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In 1944 the SALES MANAGEMENT annual award to the club in the National Federation of Sales Executives which has done the most for the advancement of salesmen, went to Rochester—a club which once before walked off with this same trophy. Here we find George S. Jones, Jr. Servel vice-president, awarding the cup to Philip Thomas, president of the Rochester Club.

More Power to Service and Sentiment!

THE realization grows that the sustaining of high production and employment levels, come V-E day or the final V-Day, depends largely upon a high volume of sales, which in turn depends on a truly great army of adequately trained salesmen—10,000,000 or more.

The magnitude of the job represented by the skillful recruiting, training and management of ten million salesmen continues to be greatly underestimated both by business management as a whole and by sales executives in particular.

The Sales Executives Club of Rochester is the 1944 winner of the SALES MANAGEMENT Magazine Award for the club, affiliated with the National Federation of Sales Executives, which does the most in a given year for the advancement of salesmen.

The course for salesmen created and conducted by the Rochester Club will be published in the near future by Prentice-Hall. It grew out of the cooperative help of many experienced sales executives who are members of the Rochester Club. It should be studied avidly by other sales executive clubs, by all sales executives and especially by the officers and directors of American business concerns who have had relatively little to do with selling. They need waking up if America is to be prosperous when peace comes, and it is a definite responsibility of sales executives, however diplomatically difficult that task may seem, to help wake them up.

The Rochester Club is the first and only club to win the Sales Management Award two times. Hence, these public congratulations of SALES MANAGEMENT to the sales executives of Rochester for their noteworthy contribution in such an all-important direction.

In the course of the actual presentation of the silver cup which symbolizes this award, the undersigned editor of SALES MANAGEMENT, at the dinner meeting held in Rochester early this month, summarized as follows:

First: The unselfish help and inspiration which sales executives can offer to salesmen should never be limited to what can be done by the officials of a given company for the salesmen within its own ranks. The vision and practice of the service which is rendered along such lines must at all times be far broader, in order to maintain not only the effectiveness of selling, but also to do justice to the dignity and honor of the profession of selling.

Second: The job of helping salesmen to help themselves never ends. Everything that is done by a given sales executive or a given sales executive club—as is well demonstrated by the Rochester accomplishment—should and will inspire other sales managers and other sales managers clubs to initiate and carry on more of the same great work. It must be *ever* so, if we

are to emerge always victorious, come war or peace, come depression or boom, come problems or blessings of whatever form.

Third: Selling has two great human pre-requisites — courage and humility. No other channel offers sales executives a greater opportunity for the manifesting of humility than in what they do to help their own and other companies' salesmen to become better and better qualified to do a better and better sales job.

Fourth: No man really rates as a good citizen, a good statesman, a good business man or a good sales executive unless he is willing to give—*actually gives*—a part of his time, some of his money and a portion of his brains to help and serve his fellow man. To some this will savor of religious doctrine; to some it will sound like a declaration of business ethics. To still others it will have "the feel" of just plain old honest-to-God sentiment. We prefer the latter reaction because to us, sentiment is human—meaning that it is sometimes too weak to be Godly and too soft to be called good business. Moreover, because selling always has been, is, and always will be, an essentially human process, we earnestly maintain that selling must ever be flavored and kept warm with just plain old honest-to-God sentiment.

RAY BIL

SALES MANAGEMENT